

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF AIR QUALITY FY 2002 GOALS

I. DAQ STRATEGIC GOAL

PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

Measures:

- | | | |
|---------------|----|---|
| CPM→
A1,P2 | a. | National Ambient Air Quality Standards are attained and maintained. |
| CPM→
A2 | b. | National Emission Standards for Hazardous Air Pollutants are attained and maintained. |
| | c. | PSD Increments are protected. |
| | d. | State Implementation Plans (SIPs) are developed to attain and maintain air quality. |
| | e. | Regulated community compliance status improves. |
| CPM→
A7 | f. | Monitoring network collects appropriate and valid data. |
| CPM→
A1 | g. | Appropriate emission inventories are completed and trends developed. |
| | h. | Appropriate permits are issued in accordance with the Clean Air Act and State law requirements. |

DIVISION ANNUAL GOALS

- | | |
|-------------------|---|
| CPM→ 1.
A4, A6 | Appropriate SIPs are developed and implemented in all areas of the state. |
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Measures:

- a. Issues surrounding the current SO₂ Maintenance Plan are resolved with EPA, and a revised plan is submitted to EPA for review and approval as necessary.
- b. A PM₁₀ SIP based on UAM-AERO is prepared and submitted to EPA for the PM₁₀ modeling domain.
- c. A Natural Events Action Plan is prepared and submitted to EPA for review and approval.
- d. Rules incorporating the Aerospace RACT are developed and implemented.
- e. The Part D SIP requirements are completed for the Ogden PM₁₀ nonattainment area and submitted to EPA for review and approval.
- f. Monitor EPA's progress in reviewing the ozone data from the CY2000 smoke-event, and provide information as needed to assist with the data-flagging.
- g. Monitor progress with the development of the 8-hr ozone standard, and make recommendations as appropriate for the initial designations.
- h. Alternate contingency measures for the ozone maintenance plan (currently Stage II) are developed and submitted to EPA for review and approval.

CPM→ 2. Existing SIPs are implemented
A7

Measures:

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. The implementation of the government agency Employer-based Trip Reduction Program required in the Ozone Maintenance Plan. Statistics are under review to determine the progress of individual agencies in meeting their six-year 20% drive-alone reduction goal. If appropriate, a revision in the program will be proposed.

CPM→ 3. Appropriate Inventories are developed and improved.
A1, A5

Measures:

- a. The Title V inventory is prepared by August 15.

- b. A HAP inventory is prepared by August 15.
 - c. Non-HAP / non-criteria / non-MACT regulated pollutants are inventoried by August 15.
 - d. The point source annual inventory is uploaded to EPA by June 28.
 - h. The inventory required for a regional haze SIP is developed as required.
4. PSD increment tracking continues to meet federal requirements.

Measures:

- a. Major Sources are tracked for increment consumption as permits are issued.
- b. PSD tracking will be addressed in the design of the NSR database permitting system that is under development.

CPM→ 5.
A3, A4

Maintain an adequate ambient air quality monitoring program according to 40 CFR part 58 to assess public exposure to air pollutants and to determine attainment status.

Measures:

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
- b. PM_{2.5} monitoring network is maintained and operated.
- c. Monitoring data are submitted to EPA 90 days after each quarter.
- d. Toxic air pollutants are monitored at Grantsville as determined necessary.
- e. Appropriate participation in the Improve Steering Committee and WRAP Monitoring Committee.
- f. Locations for new monitoring sites are based on current emission inventories and air quality modeling and EPA regulation.

CPM→ 6. Implement Urban Airshed Modeling for Utah County CO redesignation.

Measures:

- b. Based on the outcome of negotiations between EPA and Utah County, begin a reanalysis of CO in the Provo/Orem area. Modeling protocol development for a UAM CO study to begin following completion of the PM10 Maintenance Plan.

CPM→ 7.
A2

Pro-active pollution reduction measures are reviewed and implemented as appropriate.

Measures:

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.

- 8. Maintain and assist the compliance status of air pollution sources in the State.

Measures:

- a. By November 15, prepare and submit the compliance monitoring strategy to EPA for review and approval by December 15.

ASB→

- b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.

CPM→
A7

- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.

LD→

- d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.

- 9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

Measures:

- a. An Operating Permits Program is continued as described in program approval from EPA.
- b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.

- 10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

Measures:

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
 - b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
 - c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
 - d. Streamline permitting process by developing more permits by rule, general permits, and upgrading permitting forms.
 - e. Continue making improvement in the implementation of the de minimis rule and flexibility provisions.
 - f. Complete review of permitting process and document processes/procedures for redesign of the NSR database user-interface to support NSR permitting.
11. Continue issuing pollution control facility certifications for sales tax exemption

Measure:

Pollution control facility certifications are issued within 120 days from the application date.

12. Quality Assurance programs are reviewed for effectiveness.

Measures:

- a. Statistical quality standards are met.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

II. DAQ STRATEGIC GOAL

INVOLVE OTHERS IN THE PROCESS

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

Measures:

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

DIVISION ANNUAL GOALS

1. The web site is enhanced to increase the availability for public usage.

Measures:

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs via the web, as well as providing clear and accurate information via the web.
- b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc. The Mobile Sources Section will work with the web master to create a Mobile Sources web page.
- c. The Division web structure conforms to the Department's One-Stop Program allowing external and internal customers a single access point for environmental data.

OS→

4. Involve affected entities in the rulemaking, SIP development, and permitting process

Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
- b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.

- c. PM10 SIP Stakeholder workgroups are supported during development of the revised PM10 SIP.

SBA→ 5. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.

Measures:

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.
- b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
- c. Voluntary on-site assistance is provided.
- d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better provide assistance needs.
- e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.

6. DAQ internal communications will be improved.

Measures:

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
- b. Performance plans will be prepared that include responsibility for involving internal customers in each employees work product.
- c. Staff developing emissions inventories and approval orders will coordinate their work better to assure compatibility and reduce duplication of efforts.
- d. Issuing Approval Orders and developing point-source emissions inventories and SIP Limits dealing with point sources will be coordinated.

7. Provide technical support and application development of Geographic Information Systems (GIS) technology.

Measures:

- a. Develop operational AMC web-based visualization of air quality and meteorology data in conjunction through a cooperative EMPACT grant. This is a cooperative, two-year project begun in April 2000 and includes the Department I staff, AMC staff, and the Automated Geographic Reference Center.
- b. On-going development of visualization application(s) for UAM output.
- c. Continue support of modeling efforts with GIS application already developed, accommodating changes as needed by the modeling staff.

III. DAQ STRATEGIC GOAL

PARTNER WITH OTHER IN-STATE GOVERNMENT AGENCIES

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

Measures:

- a. Partnership satisfaction and feedback.
- b. Appropriate areas of responsibility are defined for DAQ and local agencies.
- c. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.

DIVISION ANNUAL GOALS

- 1. Work to implement R307-204, Smoke Management, the Utah Smoke Management Plan (SMP), and MOU to mitigate smoke impacts from managed natural fires and prescribed fire on visibility, public nuisance, and the health-based NAAQS.

Measures:

- a. An emissions tracking system is developed to calculate air emissions from prescribed fires, managed natural fires, and wildfires.
 - b. Coordinated with partner agencies to maintain the Smoke Program Coordinator to make necessary burn approval or denial decisions.
- 2. Participate as appropriate in activities of other partner agencies.

Measures:

- a. DAQ staff are involved in planning activities of UDOT and UTA.
 - b. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the division.
 - c. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
 - d. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Actively participate in the work of local planning agencies and organizations.

Measures:

- a. Participation in Clean Cities which promotes the use of alternate fuels and alternate-fueled vehicles for state/local governments.
 - b. Advice will be provided on fuels issues to improve air quality in Utah.
4. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

Measures:

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
- b. Provide technical assistance to LHD I/M program staff.

- MSOA→ 6. The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

Measures:

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
- b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.

- c. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
7. Work with EPA to complete federal actions on backlog of State submittals

Measure:

Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

IV. DAQ STRATEGIC GOAL

MAINTAIN DELEGATION OF FEDERAL PROGRAMS

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

Measures:

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly, and changes are made to ensure continued authority, applicability and enforceability.

DIVISION ANNUAL GOALS

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs.

Measure:

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
- b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.

- CPM→ 2. Continue to submit data to EPA as required by EPA.
A7

Measures:

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. As the federal database is revised and implemented, state capabilities to upload data are upgraded.
- d. The data base is monitored on an ongoing basis for accuracy and completeness.
- e. Data summary reports are printed for regulatory and public use as appropriate.

V. DAQ STRATEGIC GOAL

INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

Measures:

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

DIVISION ANNUAL GOALS

1. Active participation in appropriate Utah, regional, and national policy-making organizations.

Measures:

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, and STAPPA.
- c. DAQ information is provided to the Administrative Rules review committee and

other legislative bodies as requested.

- d. DAQ actively participates in appropriate meetings of the MPOs.

OLY→ 2. Actively participate in planning for the 2002 Winter Games.

Measures:

- a. Promote use of alternate fueled vehicles.
- b. Promote use of alternate transportation methods.
- c. Participate in the Department 2002 Winter Games Committee.
- d. Participate in the SLOC Transportation Committee.

VI. DAQ STRATEGIC GOAL

INCREASE PUBLIC AWARENESS

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

Measures:

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

DIVISION ANNUAL GOALS

- 1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

Measures:

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
- b. The Spare-the-Air campaign is continued.

- c. No-drive-days and no-burn-days are continued.
- d. Information regarding alternate commute options is provided to appropriate agencies.

2. Respond to questions from the public regarding air quality issues

Measure:

- a. Respond to questions from the public regarding air quality issues in a timely manner.

DIVISION OF DRINKING WATER

FY 2002 GOALS

MISSION STATEMENT:

To protect the public against waterborne health risks through assistance, education and oversight

Environment

- 1. Implement EPA Rules. When EPA proposes a rule, we will study their impact on Utah PWSs, prepare appropriate comments, and encourage the affected PWSs to comment. Finalize each rule by developing an appropriate State Rule, and implement it.**

Measures

- a. Write and adopt a state based Consumer Confidence Report rule by August 31, 2001 and submit a primacy revision package to EPA by November 30,
- b. Assist water utilities in implementing EPA's UCMR
- c. Write revisions to the lead/copper rule by October 31, 2001 and submit a primacy extension package to EPA by October 31, 2001.
- d. Write and adopt a state based Public Notification rule by October 31, 2001 and submit a primacy revision package to EPA by February 28, 2002.
- e. Prepare a Governor's letter to EPA's Administrator on Utah's intent to implement a Multi Media Mitigation program.
- f. Write and adopt a state based Radionuclide rule by June 30, 2002 and submit a primacy revision package by August 31, 2002.
- g. Write and adopt a state based Arsenic rule by February 28, 2002 and submit a primacy revision package by September 30, 2002
- h. React to the following EPA rules: IESWTR, stage 1 DBPR, Filter Backwash Recycling, LT1-ESWTR, and LT2-ESWTR

2. Work with the ITI consultants to enable receipt of an acceptable completed product of the Triton Database.

Measures

- a. Between July 2001 and September 2001 thoroughly test the Triton database and compile needed fixes and furnish them to Tad Wimmer

3. Utah will implement appropriate prevention and enforcement actions on SNCs.

Measures

- a. Assign a staff member to each system on each quarterly SNC list.
- b. Follow-up on each system which is assigned in accordance with written policy within 3 months.
- c. Update SDWIS-FED as appropriate within 4 months of assignment.

4. Raise the number of certified Small System operators from 50% to 70%.

Measures

- a. Offer additional certification exam at the summer conference of the Rural Water Association.

5. Improve the quantity and quality of sanitary surveys.

Measures

- a. Enter sanitary survey deficiencies into database within 30 days of completion and/or receipt of the
- b. Measure to determine how many surveys have been completed by each local health group and inform them of what deficiencies the surveys may have.
- c. Spot check the quality of all surveys and inform those that are not providing the appropriate data,

what infractions they have, and how to fix them.

- d. Meet with the LHD's on an annual basis to review surveys.
- e. Measure to determine if 250 surveys have been performed and data has been entered into the computer.
- f. Perform assigned sanitary surveys.
- g. Work with EPA to identify a better auditing and sample method.

6. Participate in Water Rights Task Force

Measures

- a. Develop a problem statement and propose methods to obtain a solution to the water rights problems affecting Utah's drinking water systems and approvals for new systems. Organize a meeting(s) between the Divisions of Water Rights and Drinking Water to consider possible solutions to the

7. The State will conduct a review of the records for all systems which have been determined to be potentially, or actually, under the influence of surface water to determine if the systems have complied with state requirements. Systems which are in violati

Measures

- a. Review records of systems with ground water under the influence of surface water.
- b. Enter violators into SDWIS
- c. Report status to EPA
- d. Issue revised schedules and enforcement actions.

- 8. Violators of regulations will be identified and forwarded to EPA within 60 days. The State will issue NOV's for the above regulations within the timeframe agreed to with EPA.**

Measures

- a. No violations of the regulations will be identified by the State or EPA more than 60 days after the compliance date. NOV's will be issued to 100 percent of all new rule violators.

- 9. Provide more concerted intersection customer service relating to plan approval and operation permit issuance.**

Measures

- a. Verify with the special services section of PER concurrence prior to granting plan approval of well drilling P&S or spring development P&S.
- b. Verify with the compliance section of satisfactory chemical and bacteriological results prior to the issuance of an operating permit for a new source. The operating permit for a new source must include the monitoring schedule and rated firm or safe yield for the new source.
- c. Verify that a new source has received an operating permit when changing the source status to "in use".
- d. Incorporate the rated firm yield of all new sources into the new database, "Triton".

- 10. Upgrade the IPS to include engineering elements, treatment facilities, and other items not currently tracked. Make the IPS program applicable to financial assistance, capacity development and planning advance issues.**

Measures

- a. Identify the physical facility and surface water treatment elements that should be tracked in IPS.

- b. Identify the financial assistance elements that should be tracked in IPS.
- c. Identify the capacity development elements that should be tracked in IPS.
- d. Identify the planning advance issues that should be tracked in IPS.
- e. Present identified elements to the task group or task group representative.

11. Improve sanitary surveys in the evaluation of water system demand, source capacity, and storage capacity.

Measures

- a. Educate DDW, RWAU, & LHD concerning information that can be obtained from Water Rights Home Page for municipal water systems (e.g., system population, water use, water production, water rights, etc.)
- b. On individual sanitary surveys, encourage water systems (especially small) to record (computerize) flow records and water uses.
- c. At trainings, illustrate how to use the Excel spreadsheet to estimate water demand.

12. Define DDW process, and database elements, to consistently track submittals related to a given project.

Measures

- a. Review rules and interview staff to determine database needs.
- b. Determine the feasibility/timeliness of revising Triton to fully reflect division tracking needs.
- c. Developed needed application(s).

13. Drought related issues

Measures

- a. Create a resource/publication list related to drought, water conservation. Include point of contact information for systems and agencies.
- b. React to requests for assistance related to drought. For example: Low pressure, insufficient fire storage, water use restrictions leading to cross-connections, bacteriologic contamination of the system. Kim Dyches assigns a staff member as needed and according to procedures in the emergency response plan.
- c. Expedite plan reviews for solutions to drought-related problems.
- d. Draft a Division policy on water conservation. Support local government and system efforts in water conservation.

15. Some systems, in particular Special Service Districts, are interested in enhancing their authority to protect drinking water sources. The Division should assist systems with this goal.

Measures

- a. Revisit issue with ULCT (Dave Spatafore): are they still interested in this issue? If so, find out what assistance we can offer, if any.
- b. Revisit issue with Association of Special Districts (Jan Furner). As with ULCT, do they want to pursue statute changes or modifications? If so, how can we help?

16. DDW will support state/local fluoridation implementation.

Measures

- a. DDW will nominate representative and participate on

the legislative task force.

- b. Establish a QAT if task force requires state implementation to develop state rules.
- c. Have draft fluoride rules ready for DWB review.
- d. DDW will carryout recommendations of task force and 2002 legislature with available resources and pending priorities.

Customer Service

17. Help small water systems comply with treatment requirements by providing information on cost-effective treatment options.

Measures

- a.** Categorize and create homepage links to selected sites that address treatment alternatives for small water systems.
- b.** Obtain information from NSF on their Environmental Technical Verification (ETV)
- c.** Provide training at the Winter RWAU conference on the results of alternative treatment technologies (i.e., arsenic removal, membrane filtration, corrosion control, etc.)
- d.** Inform DDW staff, district engineers, RWAU staff, and LHD staff of sources of technology information (e.g., websites, vendors, literature, etc.) via the internet, e-mail, and personal contacts.

18. Actively seek feedback from our customers.

Measures

- a.** Actively seek feedback at the Rural Water Association and AWWA Intermountain Section conferences. This might include using survey forms, one-on-one interviews or focus groups.
- b.** Interview consulting engineers and geotechnical consultants to gain feedback.
- c.** Possible include a survey form in the next mailing of Openline.
- d.** Report findings to the Division Director.

19. Support DEQ EIMI and promote Governor's goals of e-business.

Measures

- a. Establish QAT to evaluate potential e-business applications.
- b. Have QAT make recommendations to managers.
- c. Managers to prioritize recommendations for accomplishment.
- d. With available resources, begin implementation of priority items.

Partnership With All Gov Agencies

- 20. Provide training to Utah League of Cities and Towns, APA (a planners group), local governments and financial institutions on Capacity development, zoning issues as related to source protection and issues related to non-community subdivisions.**

Measures

- a. Contact Utah League of Cities and Towns and American Planning Association, Utah Chapter and request a place on their conference agenda to discuss capacity development and source protection issues related to non-community subdivisions.. Coordinate presentation development with presenters and organizations.**

Coordination With LHDs and Local Gov

21. Support local governments in implementation of fluoridation.

Measures

- a.** DDW will review and approve/disapprove all plans and specs submitted by water systems in Davis and Salt Lake Counties.
- b.** Participate on local fluoridation task forces establishing local rules and regulations.

22. Support local governments in ensuring public water systems provide safe drinking water during the Olympics.

Measures

- a.** Attend FBI's "Weapons of Mass Destruction" conference.
- b.** Attend FEMA disaster recovery training.
- c.** Provide training to Rural Water Association and AWWA Small Systems.

Employees

23. Ensure DDW staff are technically capable to support the DDW mission through various training opportunities.

Measures

- a. Develop out of state travel plan.
- b. If necessary, prioritize travel/training for staff to fit available resources.
- c. Encourage onsite technical training through vendors.

24. Continue to improve inter-section communications.

Measures

- a. Continue monthly staff meetings.
- b. Encourage staff to evaluate total water system issues when drafting correspondence and communicate with other section staff.
- c. Continue to use email to broadcast section or division wide information, particularly in emergency situations, to communicate with others.

25. Evaluate and enhance employee morale.

Measures

- a. Develop and distribute to DDW employees, a survey instrument (questionnaire) designed to answer the following questions: 1) Do we have a problem with employee morale in DDW? 2) If we do have a problem(s), what is it (are they)? 3) What might be done to solve the problem(s)?
- b. Analyze responses to the questionnaire (describe in Task a. above) to determine: 1) the extent and severity of any morale problems that may exist, and 2) what, if anything, might reasonably be done to address these problems and improve morale.

- c. Share results of survey with Division Director and the management team and make recommendations for addressing any morale problems that are found.

Enhance Policy Maker's Understanding

26. Ensure Drinking Water Board members have sufficient training to make policy decisions.

Measures

- a. Provide formal training to DWB members.
- b. Provide additional training to DWB.
- c. Informally poll DWB members as to their level of satisfaction of training opportunities and their general knowledge of the Safe Drinking Water Act requirements and their roles in implementation.

27. Provide sufficient information to elected officials.

Measures

- a. When opportunities avail themselves, provide programmatic needs to legislative, and local elected officials.

28. Develop method(s) of providing funding for emergency situations.

Measures

- a. Review enabling legislation and existing rules and develop a proposal for Drinking Water Board consideration relating to providing funding to help mitigate drinking water related emergencies

29. Develop a policy regarding the funding of projects for recreational or second-home subdivisions.

Measures

- a. Review existing laws and rules, other state programs, and in concert with the Drinking Water Board's SRF/Conservation committee develop a policy for Board consideration relating to Board financial assistance to recreational or second-home

subdivisions

30. Educate others concerning resource shortages and attempt to gain additional resources. (Work with Rural Water)

Measures

- a. Establish QAT to evaluate funding mechanisms for program shortfall.
- b. Meet with Rural Water Association Board of Directors to solicit program growth support.
- c. Meet with LHDs, alliance managers to solicit program growth support.
- d. Meet with AWWA-Intermountain Section Board of Directors to solicit program growth support.
- e. Meet with legislative interim committee to discuss resource shortfalls.

31. Evaluate fee schedule and recommend additions, deletions, and changes.

Measures

- a. Complete fee schedule review.
- b. Make recommendations to the department on changes in fee schedule.

DEPARTMENT OF ENVIRONMENTAL QUALITY
DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION
ANNUAL GOALS
STATE FISCAL YEAR 2002
UST BRANCH

I. CONTAMINATED LUST SITES WILL BE CLEANED TO LEVELS THAT ARE PROTECTIVE OF HUMAN HEALTH AND THE ENVIRONMENT

Measures:

- a. Review and closeout 156 LUST sites between July 1, 2001 and June 30, 2002.
- b. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure.
- c. Increase the percent of confirmed LUST sites cleaned up and closed out.
- d. Participate in national MTBE work group. Monitor impact of MTBE on groundwater in Utah.

II. PREVENT RELEASES OF HAZARDOUS AND TOXIC SUBSTANCES INTO THE ENVIRONMENT

Measures:

- a. For all subgoals under this goal, update report on progress towards goal quarterly.
- b. Conduct or insure completion of leak detection inspections at 80% of the facilities throughout the state by June 30, 2002.
- c. 80% of inspected facilities in substantial compliance with leak detection requirements after inspection follow-up.
- d. Identify facilities which remain in non-compliance with the release detection requirements two months after the inspection date and initiate appropriate compliance actions.
- e. Identify facilities that are in non-compliance with the permanent leak detection method phase-in requirement and ensure that an acceptable method of release detection is in place.
- f. 95% of operational facilities have current Certificate of Compliance by June 30, 2002.
- g. Track effectiveness of various leak detection methods, including undetected releases, false alarms and inconclusive results.

III. PROGRAM DEVELOPMENT AND CONTINUOUS IMPROVEMENT FOR EFFICIENT AND EFFECTIVE CLEANUP OF LUST SITES

Measures:

- a. Prioritize potential UST enforcement actions by July 31, 2001, and update priority list quarterly.
- b. By June 20, 2002 update Access database on all open sites to reflect the information in the project file.
- c. Complete bids and contracts for two pay-for-performance projects by June 30, 2002.
- d. Support effort to draft legislation for 2002. Meet with stakeholder groups as required.
- e. Process claims through Executive Secretary signature within 30 days of receipt.
- f. To cost recover state money used to investigate, abate and /or cleanup LUST sites, where the RP is unknown, unwilling, and/or unable, increase the number of cost recovery actions initiated, funds recovered, and settlement agreements completed from the previous fiscal year.
- g. Procure LOE Engineering contracts by October 21, 2001.
- h. By October 1, 2001 submit second USTfields grant proposal to EPA.

IV. EMPLOYEES

1. Provide employees clear guidance and direction to successfully fulfill their responsibilities.

Measures:

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff, by June 30, 2001.
- b. Conduct informal 1 on 1 performance evaluations quarterly for all staff to discuss status of assigned projects and provide feedback and direction. Formal review by June 30, 2002.

V. IMPLEMENT MEASURES TO ALLOW FOR EMPLOYEE DEVELOPMENT

Measures:

- a. Develop a training needs list by October 1, 2001.

- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.
- c. Provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2002.

VI. CUSTOMER SERVICE

1. Improve customer service by conducting pro-active public communication and education activities.

Measures:

- a. Publish bi-annual Newsletter by October 2001 and April 2002.
- b. Project manager visit small owner PST eligible sites within 30 days of receiving confirmation of release. Document visit and compile results. Report results quarterly.
- c. Each project manager will perform 12 site visits to LUST sites in order to provide customer assistance to owners.

VII. DETERMINE AND EVALUATE BUDGETARY REQUIREMENTS TO MANAGE A VIABLE UST PROGRAM

Measure:

- a. Complete budget for staffing, equipment, travel and organizational needs by 11/1/2001. Review budget status within 30 days after the end of each quarter.

VIII. ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

1. Keep the Utah Solid and Hazardous Waste Control Board (USHWCB) informed of important and relevant information regarding the UST Program.

Measures:

- a. At each USHWCB meeting, prepare relevant information for Board members on environmental policy issues.

IX. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Provide adequate oversight of local health departments.

Measures:

- a. Review contract performance with local health departments by December 1, 2001 and May 15, 2002.
- b. Conduct semi-annual inspector training by December 31, 2001 and June 30, 2002.

**DEPARTMENT OF ENVIRONMENTAL QUALITY
DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION
ANNUAL GOALS
STATE FISCAL YEAR 2002
CERCLA BRANCH**

I. IMPLEMENT THE SUPERFUND PROGRAM IN UTAH

1. Perform Site Assessment Work.

Measures:

- a. Conduct Site Assessment work in compliance with EPA guidance and regulations and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Evaluate the Site Discovery Program and report progress to EPA quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on EPA lead site assessment projects.

2. Manage Federal Superfund Projects in Utah.

Measures:

- a. Complete activities for Federal projects within the time frames negotiated with EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with EPA, to establish and define agency roles and responsibilities.
- c. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanisms) to perform the required duties.
- d. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- e. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.

3. Manage Federal Facility Projects in Utah.

Measures:

- a. Complete activities as required by the Federal Facility Agreements (FFA), and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, DSMOA, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and participate in the required community involvement activities.
- e. Evaluate non-DOD/DOE federal facilities, determine the proper state role in these projects, and provide input as appropriate.
- f. Evaluate the Formerly Used Defense Sites (FUDS) in Utah, coordinate with DSHW, and identify the role of the Superfund Branch in FUDS.

4. Partner with EPA for Brownfields Development in Utah.

Measures:

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
- b. Provide assessment services for Brownfields projects.
- c. Provide a State Brownfields coordinator for all Brownfields projects.
- d. Coordinate Brownfields activities with appropriate EPA personnel.
- e. Promote Brownfields opportunities through community outreach.
- f. Develop the State Brownfields program as allowed by funding and legislation.

5. Perform Operation and Maintenance and Encourage Redevelopment of Sites Where Remedies are Complete.

Measures:

- a. Monitor sites in the O&M Program in accordance with the approved O&M Plans and applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Develop and implement a plan to ensure activities associated with all sites are properly monitored.

- e. Promote redevelopment throughout the cleanup process.
- 6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

Measures:

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Conduct a quarterly review of supplies and restock where necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

II. DEVELOP AND IMPLEMENT A STATE VOLUNTARY AGREEMENT PROGRAM FOR CLEANUP OF CONTAMINATED SITES.

- 1. Establish procedures for implementation of a voluntary agreement program and promote voluntary cleanup of contaminated sites.

Measures:

- a. Develop rules, guidance and procedures for implementation of the State voluntary agreement program as necessary.
- b. Coordinate program development with all divisions in DEQ.
- c. Actively promote the VCP as a viable option for cleanup of contaminated sites.
- d. Meet periodically with the VCP Committee to discuss procedures.

- 2. Manage Voluntary Agreement Projects.

Measures:

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the appropriate public participation activities.

III. IMPLEMENT EMERGENCY RESPONSE PROGRAM

1. Respond to imminent Superfund and HSMA environmental hazards.

Measures:

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
 - b. Receive and document spill notifications and notify appropriate agencies.
2. Monitor and support EPA Emergency Response Branch activities.

Measures:

- a. Participate in EPA emergency responses to the extent allowed by EPA and resource availability.
 - b. Review and comment as appropriate on reports, agreements, and other documents associated with EPA ERB activities.
3. Improve DERR's capabilities to respond to environmental emergencies and conduct removal actions.

Measures:

- a. Complete implementation of the emergency response pilot project.
 - b. Implement the recommendations of the Department Emergency Response Workgroup.
4. Participate in state wide Emergency Response coordination and training activities.

Measures:

- a. Participate in State wide incident exercises.
- b. Participate in local and national committees and work groups such as the State Emergency Response Committee, Local Emergency Planning Committees, the State Emergency Operations Response Team, the State Hazardous Materials Response Work Group, Regional Response Team, etc.

5. Perform required Title III (Tier II and TRI) duties.

Measures:

- a. Compile and enter the data as submitted.
- b. Prepare the required reports.
- c. Provide data to the public when requested.
- d. Participate in meetings and discussions with CEM to evaluate the role of the SERC and propose legislation to make modifications as necessary.

6. Participate in planning activities for the 2002 Olympics.

Measures:

- a. Participate in meetings to discuss DERR's involvement in response to incidents related to the 2002 Olympics.
- b. Provide support to the Olympics as appropriate.

**IV. PROVIDE LEADERSHIP IN UTAH, THE WESTERN REGION, AND
NATIONALLY IN THE PROGRAMS ADMINISTERED BY THE
SUPERFUND BRANCH.**

1. Provide support to the Department in pursuing legislation to strengthen the State Program.

Measures:

- a. Recommend legislative amendments to the Department administration as requested.
- b. Evaluate funding needs and recommend a budget to the Department as requested.
- c. Participate in the initiative to develop legislation to address problems associated with meth labs.

2. Strengthen the State role in the Federal Superfund Program.

Measures:

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.

- b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Utah Program.
- c. Prepare for increased State involvement in the Superfund Program when CERCLA is reauthorized.
- 3. Evaluate efficacy of developing a Natural Resource Damages (NRD) Program.

Measures:

- a. Identify Utah sites that may warrant NRD claims.
 - b. Evaluate existing State NRD programs.
 - c. Prepare a report documenting findings of the evaluation.
- 4. Evaluate the viability of developing GIS data base of sites that have known or suspected groundwater contamination.

Measures:

- a. Prepare a brief report documenting the issues associated with developing the data base.
 - b. Develop the data base if it is feasible.
- 5. Develop Internet capabilities for the Branch.

Measures:

- a. Participate in Department meetings and work groups to evaluate Internet issues.
- b. Identify areas that the Branch could improve the Internet Home Page and public access to information that is maintained by the Branch.

V. ENSURE THAT THE BRANCH HAS ADEQUATE FUNDS TO COMPLETE THE REQUIRED WORK.

- 1. Regularly evaluate the Branch budget status.

Measures:

- a. Meet monthly in Branch management meetings to review the Branch budget report.
 - b. Make adjustments to budgets as necessary and as allowed by current rules and law.
- 2. Obtain Funds to support Branch projects.

Measures:

- a. Enter funding agreements with appropriate parties to provide the resources necessary to ensure that Branch staff are able to participate in various projects.
- b. Submit cooperative agreement applications for federal funding as necessary and appropriate.

VI. CUSTOMER SERVICE

1. Respond to customer needs and promote partnerships.
2. Maintain current files and provide public access to Superfund records in compliance with GRAMA.

Measures:

- a. Coordinate all records requests with the Division Records Manager.
 - b. Ensure that all files are current and properly organized.
3. Apply Operating Principles and Enlibra philosophy in work activities.

Measures:

- a. Promote adherence to the Operating Principles and Enlibra philosophy in Branch staff meetings.
- b. Ensure all communications are consistent with the Operating Principles and Enlibra.

VII. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

1. Strengthen the working relationship with EPA counterparts.
2. Maintain a positive, professional working relationship with EPA staff.

Measures:

- a. Communicate frequently with staff, management, and support personnel at EPA.
- b. Meet regularly with representatives of EPA to discuss all aspects of the Superfund program in Utah.
- c. Maintain a partnership relationship with EPA through application of the Operating Principles and participation in partnership meetings and retreats.

- d. Continue high performance management training.
3. Support Department initiative to enhance relationships with local and tribal governments.

Measures:

- a. Provide information as requested.
 - b. Participate in meetings as requested.
 - c. Ensure communication with policy makers is in accordance with the Operating Principles and Enlibra philosophy.
4. Ensure complete and accurate information regarding Branch activities is available to all partners and customers.

Measures:

- a. Complete EPA quarterly reports as required by federal regulation.
- b. Complete Division goals report as required.
- c. Complete bi-weekly updates as required by Branch policy.
- d. Complete quarterly O&M Activity Reports.

VIII. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Improve coordination with local health officials on projects under the jurisdiction of the Superfund Branch.
2. Communicate regularly with local health officials regarding Branch activities.

Measures:

- a. Notify local health officials and district engineers regarding Branch activities in their areas.
- b. Provide local health officials and district engineers opportunity to participate in Branch activities.
- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

IX. EMPLOYEES

1. Foster a climate where employees can function at their fullest potential.
2. Enhance staff job satisfaction and ensure that staff are recognized for their accomplishments.

Measures:

- a. Conduct Branch staff meetings at least quarterly.
 - b. Issue Quality Recognition Awards for accomplishment of major goals or milestones.
 - c. Provide recognition for quality work through On-The-Spot Awards, certificates, public recognition, verbal acknowledgments, etc.
3. Ensure adequate staff are available to conduct the required work.

Measures:

- a. Evaluate staffing needs for fiscal year 2002 based on the projected workload and funding.
 - b. Conduct recruitment as necessary to fill vacant positions.
 - c. Ensure that recruitments are completed expeditiously and efficiently.
4. Provide proper safety training and equipment for the Division staff and coordinate safety training for the Department staff as needed.

Measures:

- a. Track safety training for the Division staff.
 - b. Provide or coordinate the necessary safety training for the Division.
 - c. Comply with the Division health and safety program.
 - d. Monitor the safety equipment needs of the Division.
 - e. Procure equipment to ensure that all Division staff have the necessary safety equipment.
 - f. Provide appropriate fit testing for Division staff.
5. Administrate the Medical Monitoring Program for the Division.

Measures:

- a. Track physical examinations for Division staff.
 - b. Schedule physical examinations for Division staff as necessary.
 - c. Assist with administration of the medical monitoring contract.
6. Ensure that staff are adequately trained to perform their assigned duties.

Measures:

- a. Meet with individual staff members and identify individual training needs.
 - b. Provide training opportunities for staff that will improve their knowledge and skills in their individual areas of expertise.
7. Ensure that staff have a clear understanding of performance expectations and status.

Measures:

- a. Prepare clear, concise, measurable performance plans.
- b. Incorporate strategic and Branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.
- d. Conduct formal performance reviews annually as required by DHRM.
- e. Incorporate Operating Principles and Enlibra philosophy into performance plans.

X. ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

- 1. Keep the statutory boards informed of Superfund Activities as requested.
- 2. Attend board meetings and provide project information and updates as requested.
- 3. Support Department efforts to inform policy makers of environmental issues.

Measures:

- a. Provide information as requested.
- b. Participate in meetings and provide input as requested.
- c. Promote DEQ policies and programs in all communication with policy makers.

DIVISION OF RADIATION CONTROL

FY2002 GOALS

MISSION STATEMENT:

"The mission of the Division of Radiation Control is to assure the citizens of Utah the lowest exposure to any form of radiation"

DEQ STRATEGIC GOAL

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.

2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DRC STRATEGIC GOAL

Limit the amount of radiation exposure to the general public to those levels which are the lowest level reasonably achievable (ALARA) to accomplish medical procedures and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, movement, remediation, and disposal of radioactive materials.

Measures:

1. Radiation exposure to the general public from medical procedures will be evaluated.

Entrance skin exposure information for the most common x-ray procedures will be collected by staff and qualified experts and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the Division database to enable tracking of exposure trends for the common x-ray procedures in Utah to evaluate the effectiveness of the Division inspection efforts.

2. Dose to high risk radiation workers remains within regulatory dose limits and is ALARA High risk radiation groups (Part 61 disposal operators (Envirocare), distributors of radioactive materials (Radiation Safety and Nuclear Products), and industrial radiographers will be surveyed on an annual basis and asked to categorize their employees for exposure based on personnel monitoring records. The measure will be a reduction in exposures at the higher levels for the same groups on a yearly basis.

3. Environmental monitoring of the air, soil, water, and/or biota indicates protective radiation levels are maintained and/or reduced at any facility storing, treating, or disposing of low level radioactive waste.

Review of environmental monitoring data for exceedance of established limits including:

- (a) air samples for radon and particulates
- (b) soil samples
- (c) vegetative samples
- (d) run-off water samples

Review of disposal records to ensure that even at maximum concentrations of radionuclides accepted for disposal, the dose for a person will not exceed a 100 millirem standard.

4. Problem radon areas are identified.

Radon test results from Division, local health departments, and vendor data are tracked by database by geographic location to enhance identification of problem radon areas.

DRC ANNUAL GOALS:

DIVISION GOALS:

1. Submit an amended application for Agreement State status for uranium mills and tailings to the Nuclear Regulatory Commission

Measures:

- (a). Notice of Intent letter submitted by the Governor to the NRC by June 1, 2001.
- (b) Water Quality Board appoints DRC Director as "an" Executive Secretary - officially transfers DWQ workings to DRC for uranium mills and Envirocare by August 30, 2001.
- (c) Interim legislative discussion of uranium mill legislative needs between June - November 2001.
- (d) Draft application submitted to NRC (include proposed rulemaking and statutory changes) by July 31, 2001
- (e) Completeness review to draft application communicated to the State by the NRC to DRC by November 1, 2001.
- (f) Respond to completeness review issues and prepare final draft of application by August 30, 2002.
- (g) Complete necessary statutory changes during 2002 legislative session (Jan - Mar 2002)

2. Continue to better coordinate activities with Envirocare of Utah

Measures:

- (a). Continue bi-weekly priority meetings between Envirocare and DRC throughout FY2002.
- (b). Cooperate with Envirocare to improve work processes to address priorities of DRC and Envirocare throughout FY2002.

3. Address the complex issues involved with Envirocare of Utah submission of a license application to receive Class B and C low-level radioactive waste.

Measures:

- (a). Complete the public participation document, final safety evaluation report, and final radioactive material license for containerized Class A, B, and C low-level radioactive

waste by July 1, 2001.

(b). Discuss final policy/legal/administrative/legislative issues with the Executive Director's office and legal counsel and render final decision on the application by July 15, 2001.

(c). Await outcome of final decision regarding appeals. If the Executive Secretary decision is appealed:

(1) Schedule hearing dates with the Radiation Control Board and determine if appeal is to be heard by hearing officer or full Board

(2) Following the advice of legal counsel, prepare for hearings.

(3) Participate in hearings in conjunction with contractor until a final decision is rendered.

(d). If the Executive Secretary final decision is not appealed or the administrative process is concluded, work with the legislature and governor to prepare them for policy decision for containerized Class A, B, and C low-level radioactive waste.

(e) Prepare amendments to the Radiation Control Act as needed to address the administrative and policy issues of Class B and C radioactive waste by August 31, 2001.

(e). Prepare building blocks, supplementals, or other funding request to address the Class B and C waste issues by July 15, 2001.

4. Provide support to the Governor's task force to oppose a temporary spent fuel storage site.

Measures:

(a). The Division Director will coordinate issues with the manager of the Office of Spent Fuel Storage Opposition

(b). The Division Director will complete assignments as directed by the Task Force Chairman (Executive Director of DEQ)

(c). The Division Director will make staff available for technical input into the issues.

LOW-LEVEL WASTE SECTION GOALS:

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

14. **Control the receipt, possession, use, and transfer of radioactive material to protect public health and the environment through a comprehensive licensing program. Action will involve the processing of applications for use of radioactive material under the terms and conditions of a specific license in accordance with Division policies and procedures. The purpose will be to ensure that an applicant's commitments are sufficient to provide for the safe use and control of radioactive material.**

Measures:

- (a). Applications receive a primary and secondary review before being approved.
- (b). Applicants make necessary commitments to ensure safe use and control of radioactive material.
- (c). Applicants make use of applicable health physics procedures.
- (d). Status reports are made available to the public through the DEQ website.

15. **Perform all inspections of specific licensees in accordance with the inspection program policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.**

Measures:

- (a). Determine the impact of increasing the interval between inspections and act accordingly upon the information.
- (b). Update inspection forms, as necessary or appropriate.
- (c). A schedule of inspections by priority, geographic location, and previous inspector is prepared by December 15, 2000.
- (d). The time interval, established by the NRC, for completion of inspections is not exceeded.
- (e). A tracking system per fiscal year is maintained and monitored for reciprocity work notices.
- (f). Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure No. 101 (01/06/00) for fiscal year 2001.
- (g). Inspections are performed in accordance with DRC policies and procedures.

16. **Respond to complaints or allegations concerning improper use or control of licensed material and investigate incidents involving radioactive materials.**

Measures:

- (a). Where an on-site visit is needed to evaluate the conditions, it is made within 5 days of notification of the problem.

- (b). Submit an Abnormal Occurrence report to the NRC within 3 days of confirming that the problem meets the NRC's reporting criteria.
- (c). Prepare investigation reports and/or enforcement documents in a timely manner.

17. Reciprocal Recognition Notices are issued to licensees sited in other jurisdictions.

Measures:

- (a). Reminder notices are mailed to current reciprocity licensees before December 15, 2000.
- (b). Responses to applications are processed within 5 days of receipt of the application.
- (c). A tracking system is maintained for the fiscal year. This will be used to determine those licensees subject of radiation safety inspections.
- (d). Prepare investigation reports and/or enforcement documents in a timely manner.

18. General Licensees are registered and inspected in accordance with Division policies and procedures.

Measures:

- (a). New and changed registration materials are sent to a licensee within 10 days of receipt of a manufacturer's quarterly distribution report or notice of change from a licensee.
- (b). Inspections of general licensees who have received a new Certificate of Registration are performed within 90 days after issuance of the certificate.
- (c). A report is prepared by July 31, 2000 which lists the existing general licensees, who hold a Certificate of Registration, that are due for inspection (one inspection per 5 years).

19. Complete the registration process for FY 2001 and prepare and send the registration materials for FY 2002.

Measures:

- (a). Bulk mailings of the FY 2001 registration applications are completed during the last week of June 2000.
- (b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2000.
- (c). Individuals or corporations who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2000.
- (d). Preparation for the mailing of FY 2002 registration packets is completed by June 15, 2001.

20. Perform all inspections of registrants in an effective and efficient manner as well as

in accordance with Division policies and procedures.

Measures:

- (a). New x-ray registrants are inspected within 90 days post registration.
- (b). Registrants who are past due for a safety inspection by 90 or more days are caught up by the end of the fiscal year.
- (c). Inspectors maintain a tracking log of circumstances where they perform a partial or a complete evaluation of an x-ray unit inspected by a medical physics consultant.

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem-solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.
- * Provide opportunity for all interested parties to have input into issues and processes.

Measures:

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.

3. Customer input and feedback during informal and formal stages of rulemaking.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working with customers to solve problems.

Measures:

5. Decisions and services provided within agreed upon time frames which best meet customer's needs.

Agreed upon schedules with licensees (# of schedules developed/times DRC has met schedule) are reviewed on a quarterly basis. Survey forms from registrants and radioactive materials inspections indicate satisfaction/dissatisfaction with initial contact portion of the survey forms.

DRC ANNUAL GOALS:

DIVISION GOALS:

21. **The Division of Radiation Control will compliment the Department's "24 hour access" philosophy.**

Measures:

- a. The Division will participate on the Department's 24 hour access team that will set standards for access.
- b. The Division will evaluate access needs to compliance, permitting, administrative, and general information through the internet.
- c. The Division will develop and make accessible via the internet, a document tracking system, for the Envirocare B and C waste application process.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 22. Establish conditions and circumstances so that the Section is open for 24-hour access.**

Measures:

- (a). Updates to the Internet website for the X-ray Section are made, as needed.
- (b). Reports of a registrant's status, for inspection and registration purposes, are made available to the public through the DEQ website.

- 23. Improve communication with the regulated public and provide regulatory information to key customers.**

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.
- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for the public to have 24 hour access to applicable forms, rules, and guidance documents.

- 24. Complete the registration process for FY 2001 and prepare and send the registration materials for FY 2002.**

Measures:

- (a). Bulk mailings of the FY 2001 registration applications are completed during the last week of June 2000.
- (b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2000.
- (c). Individuals or corporations who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2000.
- (d). Preparation for the mailing of FY 2002 registration packets is completed by June 15, 2001.

- 25. Evaluate the impacts due to changing the inspection frequency.**

Measures:

- (a). Summarize the "lessons learned" as a result of the change.
- (b). Prepare and distribute a questionnaire to obtain feedback from hospitals or clinics.

- Evaluate this information and look for improvement opportunities.
- (c). Meet with and obtain feedback from the Utah Hospitals Association.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

26. Improve communication with the regulated public and provide regulatory information to key customers.

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.
- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for the public to have 24 hour access to applicable forms, rules, and guidance documents.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DEQ STRATEGIC GOAL

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working by partnerships to solve problems.

Measures:

6. Feedback on partnerships

DRC ANNUAL GOALS:

DIVISION GOALS:

26. **Participate in the Atlas Stakeholders Group Partnership to determine future actions regarding the Atlas tailings pile cleanup**

Measures

- (a). Organize, co-sponsor, facilitate periodic meetings of Atlas stakeholders to address the myriad of issues that must be addressed by the Trustee and eventually, the Department of Energy. Meetings will be held in July 2000 and January 2001.
- (b). Organize, sponsor, facilitate periodic meetings of the Atlas groundwater subcommittee to address the groundwater cleanup issues at the Atlas site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

27. **Provide assistance to others by way of a Partnership Agreement with the FDA, a mammography facility inspection contract with the FDA, and an inspection contract with the Department of Health.**

Measures:

- (a). Perform a minimum of ten (10) inspections of new x-ray unit installations in accordance with the FDA's protocol before April 14, 2001.
- (b). Perform the mammography facility inspection work approved by the FDA before

close of the contract on June 30, 2001. Inspections are to meet standards prescribed by the FDA.

(c). Mammography facility inspectors receive a rating, as part of an FDA audit, wherein the inspector demonstrates proficiency in applicable aspects of the MQSA inspection process.

(d). Develop and submit a performance contract, by August 31, 2000, for the inspection of specific health care agencies in accordance with protocols developed by the Department of Health, Bureau of Facility Review.

(e). Perform the facility inspections as requested by personnel from the Bureau of Facility Review within their time schedule.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- * DEQ actively promotes wellness survey.
- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

Measures:

1. Employees' feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.

4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

DRC STRATEGIC GOAL

The success of employees determines the success of the Division of Radiation Control. We will maintain a climate and structure in which employees can function to their fullest potential, anticipate that quality work will be recognized, opportunities for training and professional development will be provided, and the strategic goals of the Division of Radiation Control will be accomplished. Employee participation in strategic and annual goal setting is essential. Teamwork and problem solving are encouraged.

Measures:

7. Employee feedback.

On June 1st of every year, survey the employees of DRC to determine employee morale/satisfaction. The survey will produce a rating of 1 to 5 which can be compared from year to year.

8. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

All employees of DRC have performance plans that reflect annual goals. Managers will conduct performance evaluations based on those plans.

9. Continued use of quality recognition program.

Percentage of staff receiving quality recognition awards on an annual basis categorized by manager and colleague awards

DRC ANNUAL GOALS:

DIVISION GOALS:

28. Establish effective lines of communication within the Division of Radiation Control.

Measures:

- (a). Have monthly DRC staff meetings.
- (b). Send E mails on important issues to staff to help keep them informed.
- (c). Continue to promote the open door policy at all manager levels.

LOW-LEVEL WASTE SECTION GOALS::

- 29. Provide technical and administrative support to Division radioactive materials licensing program.**

Measures:

- (a). Provide hydrogeologic and engineering staff technical support to the Division staff.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

- 30. Establish conditions and circumstances so that the Section functions as a self-directed work team.**

Measures:

- (a). Section members continue to monitor the improvements made within the Section.
- (b). Section members meet as needed to make improvements and the Section Manager is advised of the progress by February 1, 2001.

ADMINISTRATIVE SECTION ANNUAL GOALS

- 31. Financial management for Division programs will be provided.**

Measures:

- (a). Identify revenue sources utilizing existing information and projections.
- (b). Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.
- (c). Prepare schedules for Capital Equipment, Contracts, Professional/ Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- (d). Update Fee Schedule prior to public comment in September/October 1999.
- (e). Prepare Building Blocks and Supplemental Requests per Department schedule for FY2002.
- (f). Finalize Budget for FY2002 per Department schedule.

- 32. Provide financial management for the Division to ensure maximum utilization of**

funding resources.

Measures:

- (a). Provide financial management for the Division to ensure maximum utilization of funding resources.
- (b). Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- (c). Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget OP Reports.
- (d). Provide budget recommendations and forecast to Division Director.
- (e). Prepare fiscal Notes for Legislative Fiscal Analyst during Legislative Session.
- (f). Identify revenue sources utilizing existing information and projections.
- (g). Monitor cash management procedures.

33. Provide management of Division Performance Partnership Grant, Cooperative Agreements, and Contracts.

Measures:

- (a). Renew existing Division contracts to maintain continuity of services.
- (b). Monitor financial payments on contracts.
- (c). Initiate new contracts.
- (d). Monitor the EPA performance partnership and other grants.

34. Manage travel budget for Division.

Measures:

- (a). Determine travel needs from Division Director and Section Managers.
- (b). Coordinate travel ceiling with Department Budget Officer.
- (c). Monitor travel utilization and update budget as needed.
- (d). Prepare travel requests and reimbursements for in-state and out-of-state travels.
- (e). Update staff on travel procedures.

35. Evaluate and determine appropriate training for administrative staff.

Measures:

- (a). Determine training needs for administrative staff.
- (b). Submit training needs to Division Director.
- (c). Participate in "in house" training opportunities.

36. Maintain a successful Records Management Program for the Division.

Measures:

- (a). Maintain current Files Index and distribute to Division staff.
- (b). Update Administrative Files.
- (c). Identify documents which may be archived.
- (d). Complete archive forms.
- (e). Submit appropriate documents and forms to Archives.
- (f). Make appointments for records access.
- (g). Maintain the library in an organized manner, removing reference material no longer needed by Division.

37. Prepare documents for the Utah Radiation Rules.

Measures:

- (a). Prepare proposed new rule or proposed changes to rule in Board format for approval of the URC Board.
- (b). If approved, prepare filing form for DAS/Rules and file with that office. in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- (c). Following the 30-day comment period, and upon the Board's approval, file Notice of Effective Date with DAS/Rules.
- (d). Prepare rule in public format to reflect effective changes.
- (e). Update URC Rules on the Wide World Web Site.
- (f). Provide paper or disk copies to licensees/registrants and public as required.

38. Provide data processing/communications tools to facilitate program goals.

Measures:

- (a). Provide quality assurance for database systems.
- (b). Prepare FY2002 Information Technology Plan for the Division.
- (c). Determine and provide for all data processing and communication changes and additions.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

DEQ STRATEGIC GOAL:

Facilitate polity makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are appraised of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

DRC STRATEGIC GOAL

Inform, educate, and facilitate Boards as proactive participants in shaping radiation control policy in the State of Utah.

Measures:

10. Board member, legislative, and elected officials feedback.

Number of Board meetings on an annual basis and number of feedbacks from Board members on a quarterly basis. Number of feedbacks from legislators and local elected officials on a quarterly basis.

11. Policy issues are resolved.

Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

DIVISION ANNUAL GOAL:

39. **Continue to promote the effectiveness of the Utah Radiation Control Board.**

Measures

- (a). Continue Board meeting on a monthly basis (with exceptions of February and July)
- (b). Keep the Board informed of key radiation policy/regulatory issues.
- (c). Forward appointments for July 1, 2000 to Nancy Brown by June 1, 2000 for replacement Board members.

ADMINISTRATIVE SECTION ANNUAL GOAL

40. Provide administrative secretarial support to Radiation Control Board.

Measures:

- (a). Prepare packets for mailout to Board members, coordinating with Division Director.
- (b). Post agenda to Wide World Web site.
- (c). Post agendas 24 hours prior to meeting.
- (d). Contact Board members regarding attendance.
- (e). Prepare additional handouts.
- (f). Set up room and record Board Meeting proceedings.
- (g). Other arrangements, as needed.
- (h). Transcribe and type minutes of Board Meeting.
- (i). Post minutes to Wide World Web site.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF SOLID AND HAZARDOUS WASTE FY 2002 GOALS

ENVIRONMENT

DSHW STRATEGIC GOAL:

Protect human health and the environment from exposure to contamination by assuring safe waste management, including proper handling, transportation, treatment, storage and disposal of solid and hazardous wastes, and used oil.

Measures:

P2→

- a. Provide pollution prevention and waste minimization assistance. Jointly evaluate the currently available hazardous waste generation data, including the state hazardous waste minimization profile compiled by EPA Region 8, and look for opportunities to improve utilization of this information.
- b. Provide timely and effective enforcement/permitting response based upon a balance of priorities and available resources.
- c. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-superfund sites).

DSHW ANNUAL GOALS:

P2→

1. WASTE MINIMIZATION

Implement and support waste minimization and pollution prevention of hazardous waste generation.

Measures:

- a. Identify and evaluate supplemental environmental projects that are a part of a compliance action and the hazardous waste Small Quantity Generator (SQG) compliance assistance program to determine their contribution to waste minimization and pollution prevention. These evaluations will consist of staff and/or facility contact to note areas of progress and areas of concern. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.

- b. Continue Division pollution prevention policy implementation. Provide pollution prevention (P2) information and technical assistance, via fact sheets, newsletters, and electronic media, to staff and businesses that generate hazardous waste. As necessary, help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.
- c. Form working relationship between DSHW and EPA hazardous waste minimization program to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals. Review, comment on, and utilize state hazardous waste minimization profiles prepared by EPA to increase waste minimization and P2 efforts and successes and to meet other specific state needs. Identify opportunities to link waste minimization efforts to reductions in PBT chemicals in RCRA waste streams within the state.
- d. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Management Section Annual Goal:

Maintain and an effective pollution prevention and outreach program for the Hazardous Waste Management Section.

Measures

- a. Implement P2 and small business incentive and assistance programs.
- b. Continue to evaluate effectiveness of SQG evaluation program. Work with SQGs to provide updated information on waste minimization programs and opportunities.
- c. Provide speakers as requested to industry, special interest groups, schools, etc. throughout the year.

II. Used Oil Section Annual Goals:

Operate an effective DIYer used oil recycling program for Utah.

Measures:

- a. Semi-annual DIYer reimbursements are reviewed, entered into database and warrant requests are signed by section manager and submitted to budget officer for processing by June 30 and December 31.

- b. Percent of DIYer reimbursements that are received and processed for payment will be determined.

Maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil.

Measures:

- a. Number of existing DIYer used oil collection centers per city and county will be evaluated.
- b. Number of new collection centers established during fiscal year will be documented.

Maintain effective Used Oil Block Grant Program.

Measures:

- a. Number of requests for grant packets received will be documented.
- b. Percent of grant requests approved will be evaluated.
- c. Percent of grant requests approved/disapproved within 60 days will be documented.
- d. Amount of funds awarded will be documented.
- e. Percent of grant payments made within 60 days will be documented.

Enhance the Division's pollution prevention/household hazardous waste outreach program.

Measures:

- a. New P2 fact sheets generated to assist different industries.
- b. In-house P2 library kept organized and up to date.
- c. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
- d. Specific tasks/ideas outlined in the pollution prevention policy will be incorporated in the every day workings of the Division.

CPM → 2. PERMITS, CLOSURE, POST-CLOSURE

Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY2002 performance activities.

Measures:

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 15th of the month following the activity.
- b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, and program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRAInfo data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications (PC240) are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.
- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff for ongoing coordination. This will help to identify areas of progress and areas of concern. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY2003 planning process.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Facilities Section Annual Goal:

Implement an effective permitting program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. All facility permit modification requests are evaluated and addressed within required regulatory time frames.
- b. Identify facilities requiring a five-year permit review or a ten-year permit reissuance by September 30, 2001. Complete five-year reviews in a timely manner. Process permit applications for reissuance and issue Notices of Deficiency (NODs), if necessary, in a timely manner.
- c. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications in a timely manner. Issue closure verifications in a timely manner. Process post-closure permit applications within required regulatory time frames.
- d. Identify the application status of interim status facilities by September 30, 2001. Process applications submitted by interim status facilities and issue final determinations in a timely manner. Provide guidance to interim status facilities preparing permit applications.
- e. Provide facility specific permitting information to RCRAInfo.
- f. Conduct periodic analysis of the effectiveness of the permitting process.

II. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective permitting program for the commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF permit commitments as determined with the facilities.
- b. Complete all on going permit modifications as requested within regulatory time frames.
- c. Issue Tooele Army Depot's (TEAD's) OB/OD permit mod by September 30, 2002.
- d. Work on the renewal of the Safety-Kleen Clive permit.
- e. Continue work on Safety-Kleen Clive closures certifications, complete all closure activities by September 30, 2002.

III. Used Oil Section Annual Goals:

Process all complete permit applications in a timely manner.

Measure:

Average number of working days for permit review.

Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.

Measures:

- a. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- b. Used oil rule booklet modified as needed.

IV. Solid Waste Section Annual Goals:

Process all permit applications in a timely manner.

Measures:

- a. Number of working days for permit review.
- b. Number of days for review of NOD responses.
- c. Number of NOD's issued.

Maintain uniform permits and permit reviews that consistently enforce the solid waste rules through use of EPA Technical Assistance Manual and peer review.

Measures:

- a. Peer reviews conducted
- b. Modify standard permit as needed.

Review permit applications for Class II, Class III, and Class IV facilities within 60 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first NOD or draft permit.

Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first NOD or draft permit.

CPM → 3. CORRECTIVE ACTION

Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

Measures:

- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRAInfo). For RCRAInfo, all required data elements will be entered by the 15th of the month following the activity.
- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- d. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY2003 planning process. This analysis may include the following

environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.

- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to FY2005) of how and when the environmental indicators of paragraph d. will be achieved. Updated projections will be submitted by October 1, 2001.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Management Section Annual Goal:

Have an effective compliance oversight program for the Voluntary Corrective Action (VCA) program. Conduct oversight and review the VCA program to facilitate the remediation of contaminated sites.

Measures:

- a. Review and provide comments as required by the time frames contained in VCA agreements.
- b. Encourage the use of innovative solutions to site remediation.
- c. Continue to develop and update database to track VCA's and show status, coordination, etc. of VCA's

II. Hazardous Waste Facilities Section Annual Goals:

Implement an effective corrective action program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify the status of hazardous waste treatment and storage facilities regulated by the HWF section that are subject to corrective action by September 30, 2001. Determine need for RFA/RFI.
- b. Review and comment on submitted RFI plans and reports within the time frames identified in the corrective action module of the permit or Consent Agreement (some interim status facilities are initiating corrective action prior to permit issuance through an agreement).
- c. Provide facility specific information to RCRAInfo.

- d. Conduct periodic analysis of the effectiveness of the corrective action process.

Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.

Measures:

- a. Review and comment on submitted plans and reports within the time frames identified in the agreements.
- b. Encourage the use of innovative technologies in site remediations.
- c. Conduct periodic analysis of the effectiveness of the voluntary corrective action process.

III. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective corrective action program for the commercial and federal hazardous waste management facilities (C/FF).

Measure:

- a. Continue work on TEAD North corrective action by completing the CMS for the A, B and C solid waste management units (SWMUs) and approving the CMI for SWMUs A, B and C.

4. COMPLIANCE AND ENFORCEMENT

Evaluate compliance status of solid waste, hazardous waste, and used oil handlers and facilities and foster an ongoing commitment to compliance and environmental protection through on-site inspections and other compliance assistance activities.

Measures:

- a. Update inspection universe and develop inspection schedule for FY2002, by September 30, 2001. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2002.
- c. Continue implementation of the small quantity generator compliance assistance program in FY2002. Participate in joint state and federal industry sectors initiatives.

- d. Provide facility specific compliance and enforcement information through the proper and timely entering of program data into automated data systems (RCRAInfo, EIMI).
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact and data systems reports to note areas of progress and areas of concern.
- f. Continue coordination of EPA Region 8's implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Management Section Annual Goal:

Have an effective Compliance/Enforcement oversight program for generators.

Measures

- a. Develop a work plan by September 30, 2001, which identifies the generator universe to be inspected for in FY02. Universe will include Large Quantity Generators (LQGs) and SQGs.
- b. Conduct on-site evaluations of SQGs as per the Division's SQG evaluation program.
- c. Conduct all inspections within appropriate time frames.

II. Hazardous Waste Facilities Section Annual Goal:

Implement an effective compliance oversight program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify facilities to be inspected and develop inspection schedule for FY2002 by September 30, 2001.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2002.
- c. Provide facility specific compliance information to RCRAInfo.
- d. Conduct periodic analysis of the effectiveness of inspection process.

III. Commercial/Federal Facilities Section Annual Goals:

Maintain an effective compliance oversight program for the assigned commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF commitments identified in the C/FF inspection schedule.
- b. Finalize FY2002 C/FF inspection schedule by September 28, 2001.
- c. Supply a copy of the FY2002 inspection schedule to Section staff by October 1, 2001.
- d. Conduct all inspections as identified in the schedule by September 30, 2002.

Meet the legislative intent for enforcement and oversight of C/FF.

Measures:

- a. Conduct on-site visits of commercial and federal facilities on average of twice a month.
- b. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.

IV. Used Oil Section Annual Goals:

Operate an effective compliance oversight program for all used oil facilities and collection centers regulated by the Used Oil Management Standards.

Measures:

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues. Permitted and registered facilities are inspected at least annually. Perform audits of at least three used oil facilities per year.
- b. Annual inspections are thorough and inspectors provide assistance.
- c. Update inspection universe and develop inspection schedule for FY2002, by September 30, 2001.
- d. Complete targeted inspections by September 30, 2002.
- e. Number of audits performed of used oil facilities.

Maintain documentation of inspection and compliance history of each facility.

Measures:

- a. Inspection reports will be filed and files kept up-to-date.
- b. Inspection information will be entered into used oil database.
- c. Facility specific compliance and enforcement information will be provided through the proper and timely entering of EPA and used oil program data into the used oil database and RCRAInfo.

V. Solid Waste Section Annual Goals:

Provide guidance to facility owners or operators through periodic inspections, timely inspection reports and defining compliance issues. Municipal facilities inspected a minimum of once each year and increased frequency based on waste volume and type, commercial facilities inspected quarterly.

Measures:

- a. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- b. Percent of facilities inspected once each year.
- c. Percent of facilities inspected more than once per year.
- d. Percent of facilities inspected quarterly.
- e. Percent of inspection reports completed and mailed with in 10 days of the inspection.

Maintain enforcement of tire storage and tire disposal rules.

Measures:

- a. Inspections conducted.
- b. Local health departments contacted.
- c. Local health departments participating in inspections

Compile and spot check tire transporter monthly flow reports.

Measures:

- a. Total reports within 15 days of receipt.
- b. Number of reports spot checked.

5. TRAINING / TECHNICAL ASSISTANCE

Continuously improve DSHW technical expertise in the RCRA program.

Measures:

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2002.
- P2→ b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

CPM → 6. INFORMATION MANAGEMENT

Report key program accomplishments as noted in the above annual goal sections via automated data systems (RCRAInfo, EIMI) or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data, including compliance and enforcement data, and federally required data fields in RCRAInfo. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRAInfo and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRAInfo for all required data elements by the 15th of the month following the activity.

Significant violators, significant noncompliers, and high priority violators will be identified and reported to EPA, utilizing appropriate RCRAInfo codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.

Submit accurate and complete facility hazardous waste biennial reports for 2001 to EPA by the established deadline.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Management Section Annual Goal:

Have an effective data management program for Hazardous Waste Management Section that will meet the Division Goal.

Measure:

- a. Maintain current compliance tracking system and supply information for RCRInfo.
- b. Provide the required RCRInfo information by the 10th of each month.
- c. Update, review, and evaluate the sections compliance and inspection tracking database.
- d. Review and update the RCRInfo Corrective Action universe.

II. Commercial/Federal Facilities Section Annual Goal:

Maintain the RCRAINFO data management program for the C/FF section.

Measure:

- a. Improve RCRAINFO data entry procedures.
- b. Provide the required RCRAINFO information to the appropriate staff for input into RCRAINFO by the 10th of each month.

III. Used Oil Section Annual Goal:

Complete biennial reporting activity for 2001 and submit to EPA by established time frames.

Measures:

- a. DP-1 request for agreed upon BRS software vendor will be initiated no later than August 1, 2001.
- b. BRS booklets and informational letter will be sent to LQGs and TSDs no later than November 30, 2001.
- c. LQGs and TSDs will be tracked to ensure BRS submittals or other applicable information is received by March 1, 2002, from each facility that was notified in the original mailing.

- d. A draft of Utah biennial reporting information will be sent to EPA no later than September 30, 2002.

EJ→ 7. ENVIRONMENTAL JUSTICE

The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. Upon request, EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; and share information about any available environmental justice resources. The State commits to utilize EPA staff and GIS resources as appropriate in the implementation of the State hazardous waste program.

Measures:

1. EPA and DSHW will work jointly to develop measures for evaluation.
2. Incorporate, as appropriate, environmental justice concerns in administration of the program.

DSHW STRATEGIC GOAL:

Balance economic factors with compliance and permitting actions.

Measure:

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

DSHW ANNUAL GOAL:

Consider economic factors in determining penalties for violations.

Measures:

- a. Use EPA economic computer models to assist in evaluation.
- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Commercial/Federal Facilities Section Annual Goal:

Balance section permitting and compliance actions between economic development and environmental quality.

Measure:

- a. Ensure that all permitting and compliance actions are protective of human health and the environment and enforceable with an emphasis on innovative and economically feasible, performance-oriented technology.

DSHW STRATEGIC GOAL:

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

Measures:

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, including WIN/INFORMED, task forces, etc., to provide maximum input in development of policies.
- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

DSHW ANNUAL GOAL:

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

Measures:

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Commercial/Federal Facilities Section Annual Goal:

Provide leadership by participating in national organizations and task forces, provide comments on important legislation and rule changes.

Measures:

- a. Maintain association with ASTSWMO Compliance/ Enforcement Task Force, attend meetings as appropriate.
- b. As appropriate, comment on rules that could impact the C/FF section.

CUSTOMER SERVICE

DSHW STRATEGIC GOAL:

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, and problem-solving through cooperative efforts in all Division activities and partnerships.

Measures:

- a. Customer feedback is solicited and evaluated.
- b. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.

DSHW ANNUAL GOALS:

Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

Measures:

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
- b. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as

process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.

- e. Internal processes will be assessed to identify areas for improvement.
- f. Fact sheets regarding permit modifications and permit issuance will be available on the Internet and will be developed to be understandable by the public.
- g. An electronic public viewing area will be developed so the public can view documents on a computer at times convenient to them and not just during business hours.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Facilities Section Annual Goals:

Maintain customer service throughout the compliance and permitting process.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- b. Permitting process will include regular contacts with the applicant, local counties and governments, other regulatory agencies, and the general public.
- c. Send out customer survey forms after inspections and permitting activities asking for specific input on our permitting and compliance processes.
- d. Evaluate customer survey forms on an annual basis.

Internal and external customers are able to obtain information and are knowledgeable about the mission and responsibilities of the HWF section.

Measures:

- a. All informational phone calls and written information requests are answered in a timely manner.
- b. Update the information on the HWF section in the Division home page as needed.
- c. Provide routine updates on permitting and compliance activities to the Utah Solid and Hazardous Waste Control Board.
- d. Update RCRAInfo as events occur.

II. Commercial/Federal Facilities Section Annual Goal:

Perform all section work with an internal and external customer-oriented approach.

Measures:

- a. Establish an excellent working relationship between the section, EPA, facilities, and other parties interested or concerned with C/FF.
- b. Provide information on facilities to interested parties as requested.
- c. Continue to improving our working relationships with all customer.

III. Used Oil Section Annual Goal:

Keep customer informed of process on permit, grant request, registration, compliance and rulemaking activity.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determination.
- b. Permitting process will include regular contacts with the applicant, and local health department, and if applicable local government and the public.
- c. All new permit applications will include a 15-day comment period for the general public to review and respond.
- d. Customer survey forms will be sent out after annual inspections and permit issuance asking for input on permitting and compliance process.
- e. Customer survey forms will be evaluated annually.
- f. All proposed rulemaking will include a 30-day public comment period.

Respond to complaints and information requests in a timely manner.

Measures:

- a. Complaints received by used oil program staff will be referred to local health departments as soon as practicable for follow up.
- b. Verification that complaints have been followed up by local health departments will be performed.

- c. Verification that appropriate clean up actions are taken where needed will be performed.

Provide complete answers to informational requests from customers in a timely manner.

Measure:

All telephone calls requesting information and submitted written requests will be answered in a timely manner.

Keep customers informed of section activities. Maintain information for customers on the Internet and in writing.

Measures:

- a. Web page information, including lists of DIYer collection centers and permitted used oil facilities, will be kept current.
- b. Public notices of 15-day comment period for permits and 30-day comment period for proposed rulemaking will be posted on the web page and in appropriate publications.
- c. Used Oil Drip newsletter will be sent quarterly to all local health departments, steering committee members, local government, collection centers, appropriate legislators, special interest groups and as requested by individuals from the public.

IV. Solid Waste Section Annual Goal:

Develop and maintain communication throughout the permitting process with applicant, local governments, counties, local health departments, public and district engineers.

Inform each permit applicant, within five days of receipt of a permit application, of the permit review process and the cost involved.

Measure:

- a. Percent of letters sent within five working days of receipt of application.

Keep permit applicant informed of the review status of the application by Weekly updates to the Environmental Information Management Initiative (EIMI) system, informing the applicant of permit deficiencies through notices, and draft permits.

Measures:

- a. Number of working days for permit review.
- b. Number of days for review of NOD responses.
- c. Number of NOD's issued.
- d. EIMI entries made on time

Respond to solid waste complaints and information requests in a timely way and follow up where needed.

Measure:

- a. Number of days required to respond.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.
- * Feedback on success of partnerships is received and evaluated.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.

- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DSHW ANNUAL GOAL:

The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

Measures:

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY2001, DSHW and EPA will review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, beginning of year plan (BYP) projections, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.
 - i. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
 - ii. DSHW will work with the Region to contribute to the development of a national enforcement and compliance assurance strategy for the Metal Services sector.
 - iii. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.

- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.
- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

DSHW INDIVIDUAL SECTION ANNUAL GOALS

I. Hazardous Waste Facilities Section Annual Goal:

Strive to enhance the State/EPA partnership.

Measures:

- a. Adhere to the guidelines of the MOA and enforcement agreement.
- b. Maintain a high level of coordination and communication with EPA counterparts on administering all aspects of the program.
- c. Ensure EPA is made aware of training and technical assistance needs.

II. Commercial/Federal Facilities Section Annual Goal:

Meet all Department and Division's annual and strategic goals. Work on improving the Section's relationship with EPA Region VIII.

Measures:

- a. Obtain and provide, in a timely manner a copy of the Department and Division goals to all staff and encourage an open dialog about what the goals mean.
- b. Complete all Department and Division goals that apply to the C/FF section.
- c. Work on understanding the needs and concerns of EPA and the local government.

III. Used Oil Section Annual Goals:

Partnership with local health departments to promote the proper recycling of used oil and protect the environment. Work with local health departments to develop effective used oil work plans as part of the Environmental Services Delivery Plan.

Measure:

- a. Negotiate individual used oil work plans by May 15, 2002.
- b. Final used oil work plans are agreed upon by July 1, 2002.

IV. Solid Waste Section Annual Goals:

Work with EPA to coordinate national programs and incentives to meet the requirements for environmental protection in Utah.

Continue to work with EPA on Landfill Methane Outreach Program

Measures:

- a. Meetings with landfills on landfill gas projects
- b. Contacts with EPA Landfill Methane Outreach Program

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DSHW STRATEGIC GOAL:

Develop statutory and regulatory authorities to qualify for continued program authorization.

Measure:

Updated program authorization is granted by the federal government.

DSHW ANNUAL GOALS:

- 1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2001 and which require adoption by the Solid and Hazardous Waste Control Board.
 - b. Rulemaking process will be completed by August 2002.
 - c. Begin rulemaking process on military munitions.
2. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.

Measures:

- a. Submit final authorization application for Addendum 11 by 12/2001.
 - b. Draft authorization application for Addendum 12 will be submitted to EPA for review and comment by 6/2002.
 - c. Receive comments on draft Addendum 12 application from EPA by 9/2002.
 - d. Jointly review the current MOA and program description. Any necessary changes will be jointly agreed to and submitted in a revised document by 9/2002.
3. Review and evaluate EPA requirements for codification of Utah hazardous waste rules into Part 272 of 40 CFR.

Measures:

- a. Review comments from EPA to determine necessary changes to existing hazardous waste rules for final codification.
- b. Complete the necessary rulemaking associated with codification.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Facilities Section Annual Goal:

Provide assistance in the adoption of new hazardous waste rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measure:

- a. Maintain knowledge of new hazardous waste rules that are critical to program implementation.

II. Used Oil Section Annual Goal:

Work with EPA to ensure continued state primacy for used oil program. Adopt appropriate used oil regulations promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. By March 30, 2002, used oil regulations are identified that require adoption by the Solid and Hazardous Waste Control Board.
- b. Rulemaking process will be completed by August 2002.

III. Solid Waste Section Annual Goals:

Review changes to federal solid waste program and assess impact on Utah and need to modify Utah program.

Measure:

- a. Days to evaluate rule.

Propose rule changes to the Solid and Hazardous Waste Control Board as needed to implement federal rules and maintain state flexibility.

Measure:

- a. Make recommendation on Utah rule changes, if any.

Identify legislative issues affecting the solid waste program to be addressed in the 2002 legislative session.

Measure:

- a. Legislative needs identified and relayed to the Department for inclusion in Department legislative package.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

Measures:

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

DSHW ANNUAL GOALS:

- 1. Strong positive relationship established among DSHW, local health departments, and EPA.

Measures:

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
 - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
 - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
- 2. Local governments will be informed concerning solid waste, used oil programs, etc., in order to be able to comply with appropriate regulations and plan for future needs.

Measures:

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- I. **Hazardous Waste Management Section Annual Goal:**
Work with Local Health Departments (LHD), State Agencies and EPA to assist and provide expertise in hazardous waste management programs.

Measures:

- a. Section staff will participate, when invited, with local government organizations, at seminars and training meetings, as well as respond to individual requests for information.
- b. Invite participation of local government staff to help with and assist in hazardous waste generator inspections and oversight.

II. Hazardous Waste Facilities Section Annual Goals:

Develop and maintain strong positive partnerships with local health departments.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at the hazardous waste treatment and storage facilities in their areas of jurisdiction.
- b. Ensure directors of local health departments are copied on correspondence related to hazardous waste treatment and storage facilities located in their area of jurisdiction.

Keep local governments informed about the hazardous waste program.

Measures:

- a. Participate in training meetings and regular seminars with local governments.
- b. Solicit input from local governments regarding proposed rules.

III. Commercial/Federal Facilities Section Annual Goal:

Improve the efficiency of the Section's compliance and permitting services by strengthening relationships with the local health departments.

Measure:

- a. Provide the opportunity for local health departments to participate in our regularly conducted inspections by contacting them at least once per year and informing them of how we conduct inspections and providing them an opportunity to attend any inspection that they desire.

IV. Used Oil Section Annual Goals:

Provide local health department with the training necessary for them to fulfil the requirements of their individual used oil work plans in the Environmental Services Delivery Plan.

Assist in providing technical and non-technical training to local health departments, industry, local governments, or other groups.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at used oil facilities and collection centers.
- b. Develop and present a used oil training seminar to LHDs and DEQ district engineers for spring/summer 2002.
- c. Ensure directors of local health departments are copied on correspondence pertaining to used oil facilities and activities in their areas.
- d. Visit with local health departments and/or perform joint inspections at least two times per fiscal year.

Provide information and assistance to the public, local governments, health departments and others to improve understanding of the used oil program, and specifically the DIYer program.

Assist counties, local officials, legislators and the public in understanding the DIYer program.

Measures:

- a. Maintain a list of number of used oil presentations given.
- b. Maintain a list of number of used oil steering committees held.
- c. Maintain a list of public education/outreach "tools" that were implemented during the fiscal year.

Written information provided to local health departments and local officials.

Measures:

- a. Updates of DIYer used oil collection center lists, Used Oil Drip newsletter, copies of all correspondence with used oil facilities located in LHD areas,

regulatory updates, etc. are provided to local health departments and local officials when requested. Current information is also available directly from the used oil section web page.

- b. Semiannual reports provided to local health departments documenting progress on tasks outlined and agreed to in work plans. Assistance is provided when requested.

V. Solid Waste Section Annual Goals:

Provide local Health Departments with the training necessary for them to fulfil the requirements of the work plan.

Assist in providing technical and training to operators and local health departments, through waste industry associations, industry, local governments, or other groups.

Measures:

- a. Number of training sessions held.
- b. Number of joint inspections conducted with local health departments.
- c. Visits made to local health departments and other local governments.

Provide information and assistance to the public, local governments and health departments to improve the waste tire recycling program. Assist counties, recyclers, and local health departments in understanding the opportunities and requirements provided in the Waste Tire Recycling Act.

Measure:

- a. Number of meetings with counties and local health departments or the Waste Tire Technical Committee.

Send quarterly updates of recycling activities and tire transporter list to local health departments

Measure:

- a. Quarterly update information sent to all local health departments and other interested parties by end on the month following the end of the quarter

EMPLOYEES

DSHW STRATEGIC GOAL:

Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.

Measures:

- a. Employees' assessment of job satisfaction will be solicited.
- b. Individual performance standards will reflect strategic and annual goals.

DSHW ANNUAL GOALS:

- 1. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.

Measures:

- a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
 - b. Annual performance reviews are based on performance standards.
- 2. Provide appropriate training to employees to increase and foster professional development.

Measures:

- a. Name and number of employees attending training will be maintained.
 - b. Skills and abilities of staff will increase as demonstrated by work individual products.
- 3. Problems will be solved through cooperative effort of division staff.

Measures:

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.
- b. Input from staff will be solicited on issues affecting entire Division.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

I. Hazardous Waste Management Section Annual Goal:

Have staff that is adequately trained and empowered to do their job effectively and are given appropriate recognition.

Measures:

- a. Meet the Division goals for employee training and recognition.
- b. Provide training in section meetings and identify specific training needs and opportunities.
- c. Encourage and reward staff for innovative ideas, solutions, and proactive approaches to meet goals and objectives.

II. Hazardous Waste Facilities Section Annual Goal:

A highly trained professional staff.

Measures:

- a. Identify staff training needs as they develop and find, recognizing budget constraints, a way to address them.
- b. Increased skills and abilities of staff.

III. Commercial/Federal Facilities Section Annual Goal:

Maintain a climate in which employees can function to their fullest potential and be recognized for their quality work.

Measures:

- a. Adequately train staff to do their job effectively.
- b. Identify mandatory, critical, and useful training needs throughout the year as they become available.
- c. Provide mandatory, critical, and useful training as budget allows.
- d. Provide the opportunity for staff members to participate in flexible work schedules, telecommuting, and exercise time to help maintain individual staff ability to function at their fullest potential.

IV. Used Oil Section Annual Goals:

Develop and maintain appropriate staff expertise to accomplish assigned tasks and assist customers needs. Review and determine staff training needs and opportunities.

Measure:

Identify staff training needs and determine if training is available or being offered during the fiscal year.

Subject to budget restraints and availability of specific training courses and classes, obtain training for employees.

Measure:

Name and number of employees attending training will be maintained.

Recognize employees for quality work. Implement employee quality recognition tools.

Measure:

Number of employee quality recognition tools awarded (incentive awards, on-the-spots awards, administrative leave, etc.)

V. Solid Waste Section Annual Goals:

Have a trained staff to assist all customers.

Define staff training needs.

Measure:

- a. Training needs document prepared by August 15, 2001.

Subject to budget restraints, obtain training defined in the training needs document.

Measure:

- a. List training received.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policy makers as pro-active participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
4. Policy makers' trust in DSHW is developed and enhanced.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- I. **Hazardous Waste Facilities Section Goal:** Develop partnerships and maintain good lines of communication with policy makers.

Measures:

- a. Keep policy makers' informed on program issues that require policy development.
- b. As requested, participate in policy development.

- II. **Commercial/Federal Facilities Section Annual Goal:**

As requested, provide up-to-date information to Board Members and elected officials on issues dealing with C/FF.

Measures:

- a. Provide informative Board packets to the support staff prior to the Board meetings.
- b. Provide information as requested and in a timely manner to all elected officials on C/FF issues as requested.
- c. Keep Internet information on facilities, permits, board issues, etc. updated and readily accessible to board members, elected officials, facilities, and the general public.

- III. **Used Oil Section Annual Goals:**

To enhance Board members and Legislators understanding of the used oil program by providing them with necessary information to make informed decisions.

Provide educational, rulemaking and enforcement information to the Board in the form of documents and presentations to keep members informed and updated on recent activities within the section.

Measures:

- a. Printed material will be provided in a timely manner to the appropriate secretarial staff to meet the Board mailings.
- b. All material provided to the members will be accurate, grammatically correct and presented in a professional manner.
- c. When necessary, unresolvable compliance issues will be brought to the Board for discussion and possible referral to the Attorney General's office for further resolution.

Identify and develop legislative issues and initiatives and prepare pertinent briefing packets for the 2002 legislative session.

Measure:

Legislative needs identified and briefing packets are accurate and complete and prepared in a timely manner.

**DIVISION OF WATER QUALITY
ANNUAL GOALS
FY 2002**

Mission:

Protect, maintain and enhance the quality of Utah's surface water and ground water to allow appropriate beneficial uses, and protect public health while giving reasonable consideration to economic impacts.

1. Foster integrated information management and 24 hour service through the Internet.

Measures:

- a. Develop a strategy for Division of Water Quality Website Management. (10/30/01) (Quality Council)
- b. Each Section to determine essential and desirable information to appear on the Division of Water Quality homepage and establish a strategy to achieve essential elements. (11/01/01)
- c. Develop a proposal for electronic stormwater permitting of construction sites (7/01/01) and establish an implementation plan. (10/30/01) (Gayle)
- d. Establish a plan to make the statistical functions of the "blue fish" for surface water data available to the public with the goal of completion by the end of FY 2002. (8/31/01) (Richard)
- e. Implement electronic reporting for ground water DMR's. (10/01/01) (Dennis)
- f. All facility information on the DEQ Permits/Enforcement tracking database is complete and status milestones are up to date. (Ongoing)

2. **Implement Core Programs in an efficient and professional manner.**

Measures:

- a. Maintain high customer responsiveness as evidenced by submission of response tracking reports by the 10th of each month.
- b. Operate programs in a manner to facilitate customer satisfaction as evidenced by minimizing complaints, permit appeals, etc. and maximizing positive feedback. (Ongoing)
- c. Implement programs effectively in accordance with rules and statute to

protect water quality. (Ongoing)

- d. Implement a streamlined one-stop energy permitting approach under coordination of DEQ. (Ongoing) (Dennis, Kiran, Gayle)

3. Plan and effectively implement phase II of the stormwater program.

Measures:

- a. Complete hiring for new position. (8/30/01)
- b. Develop a detailed implementation plan with major milestones and dates. (9/30/01)
- c. Propose a funding plan to maintain the new position with fees. (7/30/01)
- d. Design construction site permit process flow diagram for IT to use in development of database. (8/10/01) (Gayle)
- e. Implement an electronic permitting program for stormwater construction sites. (1/31/02)

4. Implement the Utah AFO/CAFO strategy.

Measures:

- a. Establish a milestone tracking system and report to partners and DWQ quarterly (7/31/01) (Mike)
- b. Prepare a one page program summary for use by the Governor, Legislature, EPA and other states. (7/01/01) (Mike)
- c. Issue all Permits for CAFO's identified in the assessment. (10/01/01) (Gayle)
- d. Review the general CAFO permit for potential changes required by proposed CAFO rules. (01/15/02) (Gayle)
- e. Publicize strategy accomplishments (Mike) (1/05/02) and (6/01/02)
- f. Develop an implementation strategy with partners for CNMP/PNP certification or approval. (10/30/01) (Mike/Gayle)

5. Accomplish an effective program for completion and implementation of

TMDLs.

Measures:

- a. Evaluate TMDL contracting procedures based upon past performance and customer feedback to identify improvement opportunities. (7/30/01) (Harry)
- b. Review TMDL progress to date and evaluate adequacy of resources to complete remaining TMDLs on time. (7/30/01)
- c. Based upon resource evaluations make recommendations to address resource shortfalls and accelerate the future pace of TMDL completions to include bundling of TMDLs, reducing the costs of some TMDLs by modifying the RFP or doing them in-house, changing contract procedures etc. (8/30/01) (Harry)
- d. Track and complete TMDLs according to schedule (Quarterly Report) (Harry)
- e. Establish multisectional process to implement TMDLs under the lead of the watershed coordinator. (8/31/01) (Quality Council)
- f. Watershed coordinators will monitor and manage implementation activities for completed TMDLs by establishing implementation milestones identifying milestone leaders and tracking their completion. Tracking reports will be submitted to Division of Water Quality managers on July 1 and January 1. (Harry)
- g. Maintain sound fiscal management of contracts by tracking contract amount, expenditures to date and availability of funds to meet obligations via quarterly reports. (Ongoing) (Harry)

6. Manage Issues associated with the Circle Four Hog Farm.

Measures:

- a. Provide support to Beaver and Iron Counties in addressing odor control measures and public health concerns. (Ongoing) (Dennis)
- b. Issue timely permits which are protective of ground water. (Ongoing) (Dennis)
- c. Resolve non-compliance issues in an effective, reasonable and timely fashion. (Ongoing) (Dennis)
- d. Evaluate new technologies as potential BAT. (Ongoing) (Dennis)(Kiran)

7. Effectively implement loan program changes to fund nonpoint source,

stormwater and underground disposal systems.

Measures:

- a. Adoption of governing rules. (9/20/01) (Walt)
- b. Implement effective operating procedures to administer loans. (Ongoing) (Walt)
- c. Evaluate first round loans and make recommendations for changes in rules or operating procedures. (6/30/02) (Walt)
- d. Provide status report of activities to the Water Quality Board. (October, January, April) (Walt)

8. Establish an effective biological monitoring program.

Measures:

- a. Develop a biological monitoring protocol in cooperation with the programs utilizing the data. (9/30/01) (Richard)
- b. Establish and implement storage file procedures for biological data. (10/30/01) (Richard)
- c. Determine sites for biological monitoring based upon expected data utilization and available resources. (7/30/01) (Richard, Harry, Tom)
- d. Prepare and distribute an assessment report for all biological monitoring on a project bases. (Annual) (Richard)
- e. Evaluate and make recommendations for future biological program needs in coordination with WQ and TMDL sections. (6/30/02) (Richard)

9. Participate in planning efforts to insure that water quality issues are properly addressed for the Olympics.

Measures:

- a. Continue to coordinate closely with SLOC planners to insure that all wastewater issues are properly managed. (Ongoing)(Kiran)
- b. Insure that POTW's are prepared and involved. (Ongoing)
- c. Communicate and coordinate with DEQ on Olympic issues and activities. (Ongoing)
- d. Continue to participate fully in the local health department alliance. (Ongoing)
- e. Develop an ambient monitoring plan for Wheeler Creek, East Canyon

Creek, Silver Creek and any others considering such pollutants as bacteria, salt, oil-grease, sediment etc. (7/01/01) (Mike, Richard)

- f. Develop an inspection plan (including any needed monitoring) for POTW's receiving porta-potti waste (7/30/01) (Kiran)
- g. Review Division emergency response procedures for the Olympics. (1/15/02) (Gayle)
- h. Establish a plan to manage employee work schedules and location during the Olympics. (10/01/01) (Quality Council)

10. Improve and enhance Division of Water Quality employee resource issues:

Measures:

- a. Encourage use of incentive awards within our budget with quarterly status reports. (Ongoing) (Don)
- b. Identify key individuals for leadership training and experiences. (Ongoing)
- c. Promote accountability and rewards through the performance plan/evaluation system. (Ongoing)
- d. Evaluate potential of inter-division job shifts to expand experience and avoid burn-out. (11/01/01) (Quality Council)
- e. Participate fully in all DEQ employee training. (Ongoing)

11. Design and implement a successful program for certification of individuals who design, inspect, maintain or conduct percolation tests or soil tests for underground wastewater disposal systems.

Measures:

- a. Complete stakeholder involved rulemaking to establish certification rules. (8/30/01) (Jay)
- b. Develop a detailed certification training program with Utah State University. (6/30/01) (Jay)
- c. Notify all individuals of training availability and certification requirements. (7/31/01) (Jay)
- d. Establish Certification administrative procedures including certificates, data base development, Internet access, local health department notification procedures, fees etc. (8/30/01) (Jay)
- e. Report progress to the Water Quality Board. (January & July) (Jay)

12. Complete necessary rulemaking with effective stakeholder involvement.

Measures:

- a. SRF, NPS and Stormwater Loans (9/30/01) (Walt)
- b. SRF standard loan package. (9/30/01) (Walt)
- c. Ground Water rule update. (10/30/01) (Dennis)
- d. Wastewater operator certification. (1/31/02) (Walt)
- e. Water Quality Standards - Antidegradation. (1/31/02) (Jay)
- f. R317-1 FMFP housekeeping (1/31/02) (Walt)
- g. 317-3 Lagoon Design etc. (4/30/02) (Kiran)
- h. Underground System certification. (8/30/01) (Jay)
- i. Bypass rules. (8/30/01) (Fred)

Department of Environmental Quality
Office of the Executive Director

ANNUAL GOALS
FY2002

- I. Provide leadership in the Environmental Information Management Initiative.
 - A. Determine the necessary investments in the department data management infrastructure to accomplish the vision of EIMI.
 - B. Implement the recommendations of the joint EIMI business and technical committees.
- II. Nurture leadership and good management within DEQ.
 - A. Develop a plan and strategy to assure that the leadership qualities and capabilities and talents exist within DEQ to administer environmental programs in the new century.
 - B. Develop and reinforce a DEQ "community" of leaders.
- III. Break barriers that may exist between divisions and offices, other agencies of the state, federal and local governments and others which preclude working in partnership to accomplish the business of environmental protection.
- IV. Maintain focus on the Governor's "play forward" strategy.
 - A. Assure that DEQ "main events" are consistent and contribute to the "play forward" strategy.
 - B. Identify and address environmental issues that may be an important part of accomplishing the Governor's objectives in the "play forward" strategy.

**DEPARTMENT OF ENVIRONMENTAL QUALITY
OFFICE OF HUMAN RESOURCE MANAGEMENT
STRATEGIC AND ANNUAL GOALS
FY 2002**

ENVIRONMENT

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

OHRM STRATEGIC GOAL:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in customers to solve problems.

Measures:

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

OHRM STRATEGIC GOAL

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

- A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.
- B. Evaluate policies and procedures

- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Skills Match to provide the Qualified Applicants.

Measures:

- 1. Procedures developed.
- 2. External and internal customer feedback.
- 3. Re-engineering provides successful, understood transition of Class/Comp., to skill-based class/comp., process.
- 4. Customer Feedback.
- 5. Contract goals followed
- 6. Operating principles are displayed and utilized as part of business practice.

OHRM ANNUAL GOAL:

Review, revise and develop policies and procedures enhancing customer service.

Measures:

- 1. By 10/1/01 review current policies to insure compliance with new State and Federal requirements.
- 2. By 10/1/01 identify policy needs.
- 3. By 11/1/01 develop or amend needed policies/procedures.

4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM will provide information to employees on a regular basis.
12. Group wise folder developed and distribute to employees.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government..

- * *Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.*
- *The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.*
- *Focus on teamwork and partnership in identifying and resolving problems.*
- *Measures:*
 1. Key problems identified by government partners are addressed and solutions developed and implemented.

2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

OHRM STRATEGIC GOAL:

OHRM revise/review and coordinate statewide Department trip reduction program.

Measures:

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees

ENHANCE POLICY MAKERS" (LEGISLATURE< OTHER ELECTED OFFICIALS< AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES.

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

OHRM STRATEGIC GOAL

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential..
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- *DEQ actively promotes wellness.*
- *Employees will perceive DEQ as a desirable place to work.*
- *DEQ is effective in recruiting and retaining quality employees.*

Measures:

1. Employee feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are

based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.
6. Wellness programs are developed in conjunction with Healthy Utah.

OHRM STRATEGIC GOAL:

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

OHRM ANNUAL GOAL:

Review, revise, assess and develop applicable training programs.

Measures:

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.

4. Driver Safety training will be offered quarterly.
5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.
8. Leadership/liability training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback

OHRM STRATEGIC GOAL:

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

Measures:

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.
5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

OHRM ANNUAL GOAL:

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance wellness referral program.
4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

OHRM STRATEGIC GOAL:

Maintain complete, orderly, and confidential personnel records which document employee performance, record benefits, employee development, training and compensation.

Measures:

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.
5. Employee profile utilized.

OHRM ANNUAL GOAL:

Employee personnel files will be maintained in accordance with established guidelines.

Measures:

1. DHRM delegation agreement will be followed.
2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
3. All new employees' files will be developed within two weeks of new employee orientation.
4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
6. Provide information to employees, assist to understand process.
7. Continue to provide support in USM and other DHRM sponsored programs..
8. Provide support and training in the operation of employee profile application.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF PLANNING & PUBLIC AFFAIRS STATE FISCAL YEAR 2002 ANNUAL GOALS

PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, press relations, pollution prevention, public education, planning, small business assistance and environmental justice.

ENVIRONMENT

PPA STRATEGIC GOAL: #1

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

PPA PLANNING GOALS:

1. Coordinate information and participate when requested with Utah Tomorrow Committee, UACIR, and SUPAC.

Measures:

- a. DEQ measures are incorporated.
 - b. Information and issues from the Utah Tomorrow Committee, UACIR, and SUPAC are coordinated through appropriate DEQ channels.
2. Provide planning support to statewide initiatives.

Measures:

- a. DEQ participation in Envision Utah and other Governor initiatives.
 - b. Information and issues from statewide initiatives are coordinated through appropriate DEQ channels.
3. Provide planning support for DEQ initiatives.

Measures:

- CBEP SW→ a. Maintain Southwest community-based planning effort.
- UB→ b. Continue community-based planning effort in Uintah Basin.
- P2→ c. Pollution Prevention cross-media projects identified and completed.
- d. Incorporation of environmental indicators into Local Health Department contracts Performance Partnership Agreements.
- e. Completion of FY 2002 Performance Partnership Agreements.
- f. Completion of End-of-Year report for FY 2001 PPA.
- g. Assist with Environmental Information Management Initiative (EIMI).
- 4. Provide policy support for DEQ initiatives.

Measures:

- a. Assist with tribal relations issues.
- b. Monitor Environmental Justice, Sustainable Communities, and CBEP issues.
- c. Upon request, assist with Environmental Council of States (ECOS) and Environmental Information Management Initiative (EIMI) issues.
- d. Assist with development of DEQ's small business policy.

PPA STRATEGIC GOAL #2:

- P2→ Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.

PPA POLLUTION PREVENTION ANNUAL GOALS:

- P2→ 1. Develop pollution prevention program and provide training.

Measures:

- a. Administer P2 grant by preparing applications and quarterly reports, monitoring budget, and providing department oversight for P2 initiatives.

- b. Maintain P2 homepage and library.
- c. Identify training opportunities to support integration of P2 into DEQ programs.
- d. Coordinate and provide assistance to the regional Peaks to Prairies center.

P2→ 2. Integrate pollution prevention concepts into risk mitigation strategies and community-based efforts.

Measures:

CBEP→a. Participate in community-based environmental planning and implementation efforts.

P2/CBEP→ b. Identify P2 opportunities in CBEP activities in Southwest and Uintah Basin.

P2→ 3. Identify and encourage opportunities for incorporation of pollution prevention into permits, compliance and enforcement actions, and outreach activities.

Measures:

- a. Coordinate with regional and national P2 initiatives and promote within DEQ.
- b. Promote and educate on the use of SEP in enforcement negotiations.

P2→ 4. Encourage energy efficiency and conservation by partnering with the Office of Energy Services and through various other state and private programs.

Measure:

- a. Continue partnering with the State Office of Energy Services to provide P2 educational opportunities to schools and the public.
- b. Partner with Tree Utah Program to reduce urban heat island effect in Salt Lake City.
- c. Continue to partner with water conservation groups educational efforts and on the State annual water education calendar.
- d. Continue to partner and participate in the development and implementation of Utah's environmental debate program for 5th graders.

P2→ 5. Encourage pollution prevention to Utah citizens through Project Environment and other

Utah Society for Environmental Education (USEE) projects.

Measure:

- a. Partner with USEE on annual Earth Day Festival and represent DEQ's goals and objectives by serving as a Board Member for USEE
- b. Partner with USEE in implementation of an annual educators conference.
- c. Partner with USEE and SLOC in development of Utah Environmental Education Council to inventory Utah EE resources, and develop Utah characteristics for good EE.

P2/OLY→6. Serve as DEQ contact for development and implementation of Local Health/Olympic Alliance (EPHA) group.

Measures:

- a. Provide DEQ coordination and technical assistance to Alliance and sub-committee including serving on the Executive Committee and:
 - 1. Waste Water sub-committee
 - 2. Solid Waste sub-committee
 - 3. Drinking Water sub-committee
 - 4. Environmental Response sub-committee
 - 5. Air Quality sub-committee
 - 6. Various olympic community planning workgroups
 - 7. Media relations sub-committee
- b. Coordinate and oversee EPA/HHS funds provided to EPHA to support a coordinating position for the Alliance.
- c. Serve as liaison between DEQ and EPHA for Olympic planning and protection.

P2/OLY→7. Serve as secondary contact for Utah Olympic activities. Provide assistance to DEQ Director (primary contact) on a regular basis.

Measure:

- a. Pollution Prevention concepts are incorporated into Olympic environmental activities.
- b. DEQ has developed and collected environmental "issues" list and pollution prevention projects and is preparing public documents that describe our efforts.

8. Serve as DEQ coordinating representative for the following Olympic related groups:

- a. EAC-Sustainable Facilities
- b. EAC-Materials Management
- c. EAC-Environmental Education
- d. EAC-Monitoring
- e. NRCC 2002
- f. Public Safety Command
- g. Tele 2000
- h. Utah Environmental Partners Group
- i. Transportation Management Association

Measure:

Pollution Prevention strategies are incorporated into Olympic related activities.

P2/OLY→ 9. Coordinate DEQ's internal Olympic workgroup.

Measure:

Coordination of DEQ Division Olympic activities is achieved.

Olympic activities related to pollution prevention are measured and promoted.

CBEP/P2→ 10. Coordinate with Utah Indian Tribes as they develop environmental programs.

Measures:

- a. Provide technical assistance on an as-needed basis.
- b. Provide training opportunity's and information bi-monthly.

P2→ 11. Encourage the incorporation of pollution prevention concepts to Utah's business community.

Measures:

- a. Continue to oversee and coordinate DEQ's Pre-Design conference program.
- b. Continue development of Green label program with participation from the Department and Divisions and other state and federal agencies.
- c. Continue to serve as board member and work with Utah's Pollution Prevention

Association.

1. Completion of annual pollution prevention conference.
2. Completion of annual pollution prevention award program.

SBA→

- d. Integrate P2 into all DEQ small business assistance.
- e. Provide technical assistance to businesses throughout Utah.
- f. Coordination with NIST/Manufacturing Extension partnership. This will include development of a P2 business tool kit to be disseminated to Utah businesses.
- g. Develop and implement year one of Utah's Design for the Environment project.

P2→

12. Continue to support source reduction and recycling activities throughout Utah.

Measures:

- a. Coordinate with DCED on promoting Market Development Zones project.
- b. Provide technical assistance to the Recycling Coalition of Utah.

PPA STRATEGIC GOAL: #3

Promote a sustainable relationship between economic development and environmental protection by coordinating work with small businesses and related organizations.

SBA→ PPA SMALL BUSINESS ASSISTANCE GOAL:

1. Facilitate the development of the DEQ small business assistance policy.

Measures:

- a. Public participation plan maintained through the Compliance Assistance Panel, DEQ Boards, and other entities (such as UBRN).
- b. Small business policy is reviewed to assure compliance and/or to determine if an update is needed.
- c. Assist with the development of a cross-media inspector information network that incorporates training forums and the use of the intranet to share policy and targeted yellow page information.

- d. Business assistance page is regularly updated. Continue to support EIMI process.
- e. Expand staff business "empathy" training with other agencies.
- f. Assist with the development of UDEQ Performance Track recognition program.

SBA→ 2. Coordinate with other state/local entities.

Measures:

- a. Develop working relationship with the Utah Manufacturer's Extension Partnership (UMEP).
- b. Serve as UMEP board representative for DEQ.
- c. Continue to participate in the Utah Business Resource Network (UBRN).

SBA→ 3. Serve as small business ombudsman for DAQ/DEQ.

Measures:

- a. Serve as DAQ Small Business Ombudsman and assist DAQ Business Assistance Program as requested.
- b. Assist small businesses with DEQ permitting processes and other programs as requested.
- c. Assist DEQ divisions with the development of appropriate outreach materials. Encourage the placement of materials on the web and provide links off the Business Assistance page.
- d. Participate with outreach opportunities such as conferences, presentations, etc. to provide information to small businesses.
- e. Continue to develop and work towards cross-media Small Business Assistance program with DEQ.

CUSTOMER SERVICE

PPA STRATEGIC GOAL #4

Promote environmental excellence by providing public information and participation opportunities.

PPA PUBLIC EDUCATION ANNUAL GOAL:

1. Link public education projects across divisions.

Measures:

- a. Correlate 1-800 calls to education initiatives.
 - b. DEQ initiatives incorporated into Take Pride in Utah.
 - c. Assess the response of targeted audience.
 - d. Distribute Project Environment materials.
 - e. Coordinate redevelopment of DEQ display and department-wide participation in League of Cities and Towns conferences, Earth Day and other outreach opportunities.
2. Oversee content and coordinate information dissemination on DEQ Home Page.

Measures:

- a. Coordinate internal Web workgroup.
- b. Update Home Page as needed, edit content especially on main Department and Division pages, follow department web page standards.

PPA COMMUNITY RELATIONS ANNUAL GOALS:

1. At the request of the Divisions, provide assistance in preparation and implementation of community action plans for specific projects and programs.

Measures:

- a. Training is conducted, on request, on community action plans.
- b. Plans are developed in conjunction with project or program manager.

- c. At the conclusion of a project, a survey or other feedback tool is administered to determine success.
- 2. Provide coordination of environmental justice issues.

Measures:

- a. Provide grant information to interested entities.
- b. Assist with EJ questions as needed.

PPA MEDIA RELATIONS ANNUAL GOALS:

- 1. Coordinate DEQ media relations.

Measures:

- a. DEQ media policy is followed.
 - b. Reporters use DEQ's public information office.
 - c. Staff use DEQ's public information office.
- 2. Provide training for DEQ staff to handle interview situations and public presentations.

Measures:

- a. Dry runs are conducted prior to public presentations.
 - b. Develop and provide media training to all Divisions.
- 3. Develop materials about DEQ for the media and public in preparation for the Olympics.
- 4. Coordinate with other agencies in disseminating information about DEQ before and during the Olympics.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

PPA STRATEGIC GOAL #5

Coordinate delivery of environmental services with local health departments and local governments.

PPA LHD LIAISON ANNUAL GOAL:

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

Measures:

- a. Environmental Service Delivery Plan is aligned with DEQ Goals and Objectives.
- b. Signed contracts, MOU's or updated sections of Environmental Service Delivery Plan.
- c. Pollution Prevention efforts are coordinated in Environmental Service Delivery Plan.

EMPLOYEES

PPA STRATEGIC GOAL #6

Promote environmental excellence through teamwork and mutual support; in providing training and recognition; and by working to enhance internal communication.

Measures:

- a. Value-added roles for PPA staff in department activities.
- b. Training provided.
- c. Teamwork and individual efforts recognized.
- d. Internal communication strategy developed.

PPA EMPLOYEE ANNUAL GOALS:

- 1. Create training opportunities and support participation in professional organizations.

Measures:

- a. Training provided.
- b. Participation in professional societies.

2. Use staff meetings to share project information, to encourage synergy, and to recognize individual and team effort.

Measures:

- a. Staff meetings held and attended.

3. Use formal/informal reward system to recognize and acknowledge individual and group achievements.

Measures:

- a. On-the-spot and incentive award recognition used.

IT ANNUAL GOALS FY 2002

IT STRATEGIC GOALS

Support the Department of Environmental Quality's mission by providing DEQ, regulated entities, and the public with simple access to accurate information that answers environmental questions and improves the way DEQ does business.

- Provide technical support for the Environmental Information Management Initiative.
- Ensure DEQ network resource availability and functionality in support of DEQ business processes.
- Support the development and evolution of technology and information standards focusing on egovernment solutions.
- Provide development and data base support of DEQ business process.
- Provide efficient management of enterprise-level information resources.

IT ANNUAL GOALS

1. Install fault tolerant disk and servers systems and continually revise and enhance the backup recovery process to ensure the prompt restoration of DEQ business services.

Install new servers for APE#1 and APE#2 buildings.

Install Storage Area Network (SAN) for APE Complex

Implement Novell clustering for APE complex.

Upgrade servers supporting business restoration process.

Create redundancy on all key components of the network including database, CITRIX, ARC/IMS and other NT servers.

Maintain a schedule of recommended hardware replacements.

Simplify and optimize the business restoration process.

Document business restoration processes and cross train IT employees in the restoration procedures.

2. Upgrade the DEQ Oracle server to support new department and division information systems and the beginning of ecommerce.

Upgrade Oracle licensing to comply with web-access-to-Oracle requirements. This is to accommodate the DRC Envirocare project.

Upgrade Oracle server memory and storage capacity to accommodate the DDW Triton, DSHW Used Oil Tracking, DRC Envirocare projects and accommodate future projected growth.

3. Eliminate all Novell-proprietary Internet packet exchange (IPX) wide-area network traffic by December 31, 2001 as directed by state information technology services.

Make necessary changes to GroupWise, web services, network print management, and remote printing for EPA.

4. Support the deployment of new enterprise, division and program databases.

In conjunction with the EIMI steering committee, develop standards and guidelines for determining if a project requires an enterprise level solution.

Develop database and application software as requested to support the EIMI project.

Begin process of migrating financial, administrative and IT-supported division information systems to the Oracle platform.

Move DSHW used oil-tracking system to Oracle.

Move time sheet system to Oracle.

Move DP-1 system to Oracle.

5. Deploy new remote access technologies and train customers.

Place CITRIX remote access server into production status

Continue with National Environmental Information Exchange Network (NEIEN) development testing

6. Upgrade WEB server hardware and software

Evaluate state web hosting trends, guidelines and CIO directives and recommend DEQ WEB strategy to EIMI steering committee.

If consistent with overall state WEB strategy, upgrade DEQ WEB server to new server with more capacity.

If consistent with overall state WEB strategy, install new WEB software on new WEB server. Apache is currently in use on the ARC/IMS server.

7. Upgrade backup software to latest release levels.

Upgrade Arc Serve software for NetWare, MS NT, GroupWise and Oracle

8. Acquire and train staff on network analysis tools.

Develop expertise on analytic software to solve network performance issues.

9. Continue with the department-wide deployment of MS Office 2000

Ensure MS Office 2000 is fully accessible and operational from the NAL.

Ensure, in conjunction with the EIMI steering committee, that adequate MS Office 200 licenses are available.

10. Upgrade GroupWise to latest release levels.

Upgrade all servers from GroupWise 5.x to 6.x

Review current alternatives to DEQ-provided WEB access to E-mail.

Determine if DEQ wants to continue offering this service or rely on state-provided WEB access to E-mail.

If required, determine operational capacity required of server to support this service.

If requires, install new server. Either existing trickle down server or new server if required.

11. Upgrade Novell network and software management capabilities.

Install Novell ZenWorks 3.x

Review and streamline procedures required to deploy applications in the Novell Application Launcher (NAL)

Upgrade software and apply service patches as required.

12. Ensure that DEQ is in compliance with software licensing requirements.

Develop system to track and document department-wide licensing.

Create software to document real-time license use.

Perform annual audit of licensing conformance with report submitted to EIMI steering committee.

Develop policy, process and procedures for getting outside software authorized to install on the network.

Begin phase-out of obsolete and redundant application software

Develop proposal for phased withdrawal of obsolete and redundant application software and present to EIMI steering committee for approval

13. Develop department wide approach to desktop support and problem reporting.

Develop simple problem reporting and tracking system.

Develop standardized procedures that incorporate guidelines developed by the EIMI joint work group.

14. Enhance IT team customer service and support skills by participation in formalized technical and support training.

Develop formalized training program for each IT employee.

15. Support transition of DSHW document management system into production status and assist with migration of document management service to other divisions.

Develop back-up procedures for Oracle server.

Configure server for fail-safe configuration.

Develop server capacity projections.

Develop proposal for post-contractor support of project.

Assist in loading of documents and data to Oracle.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF SUPPORT SERVICES ANNUAL GOALS

FY 2002

CUSTOMER SERVICE

DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information and clear direction to customers.
- * Involve customers in the rule making process.
- * Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Execute a formal procedure to identify our customer's needs.
- * Execute a procedure for evaluation of all our current procedures.
- * Improve coordination and communications with our current procedures.
- * Make timely decisions.

Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

OSS ANNUAL GOALS:

1. OSS Quality Council will meet with key employees (as identified by Division Directors) of each Division to discuss the quality of services being provided and any possible services that are necessary, but not currently being provided. An e-mail will be sent to each Division Director requesting the meeting to be scheduled and outlining the general topics of discussion. This will allow the Division Director time to alert staff and collect items they may wish to discuss. This will be done on an "as needed" basis.
2. The Budget Section will continue to work with SSC's and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and Forecasting System.
3. The Budget Section will continue to explore options for other budget preparation and forecasting systems.

4. The Budget Section will develop a process of exchanging information with the fiscal analyst's office that will reduce the need to retype documents we submit. This includes the fee document and the programs descriptions. The objective of this is to reduce errors.
5. The Budget Section will prepare various analysis of historical budget reductions; unfunded program requirements; performance measures history by division; costs per FTE charts and a detailed analysis of General Fund.
6. The Budget Section will develop a schedule of significant budgeting due dates.
7. The Budget Section will continue to update the Travel Procedures and implement new processes to improve the Travel System. Implementing a new travel system for FY 2002 will be a priority.
8. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
9. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
10. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement
11. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.
12. The Finance section will continue to provide training and customer support for the DP1 system.
13. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
14. The Finance Section will review the Department's use of wireless telephones to determine that the Department is using its resources wisely. This will include a review of the available plans from the available vendors and employees' usage.
15. The Finance Section will audit employee reimbursements of personal use of telephone and review the department policy.
16. The Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse. This will enhance their ability to

obtain timely financial information for making management decisions.

17. General Services will obtain less than a 5% exception rating to the annual Risk Management Self Inspection Survey. Submit the survey to the Division of Risk Management (DRM) before the due date of May 1, 2002.
 1. Measures - Exceptions to the survey in excess of 5% are corrected before submittal to DRN by May 1, 2002.
18. General Services will conduct the required number of building-wide evacuation drills with a passing grade for both DEQ airport east facilities.
 1. Measures - A minimum of two evacuation drills are conducted during FY01/02.
 2. Measures - The facilities are evacuated in a timely manner and all personnel are accounted for at their designated emergency evacuation assembly areas.
19. Records Management & Administration will continue to produce local health department contracts by June 1.
20. Records Management & Administration will process cash receipts within two days of receipt of money.
21. Records Management & Administration will continue to do forecasts within the time frame given by the Budget section.

EMPLOYEES

DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized and meet employee and management needs.

OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- * Standards must be established and followed for communicating pertinent information to each employee in the office.
- * Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- * Develop within existing resources the most efficient professional development program possible; and
- * Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS ANNUAL GOALS:

- * Quarterly meetings with all employees of OSS will include the following discussions:
 - a. Status of progress toward achievement of OSS annual goals;
 - b. Employee suggestions for procedural enhancements.
 - c. Status of the Department's and various Division's progress toward achievement of annual goals; and
 - d. Other department/office initiatives.
- * Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.
- * All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
- * The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations dealing with the Administration of Federal Grants. All new proposals will be monitored and appropriate feedback will be provided by OSS.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership identifying and resolving problems.

MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.

2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.